United States Army G-2

13 March 2004

15th Annual Language Conference

Agenda

- Introduction
- Army Themes
- Transnational / Operational Threat
- OIF Lessons Learned
- Language Issues
- Actionable Intelligence (CSA Focus Area 16)
- Conclusion

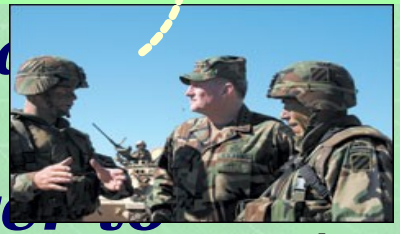
Introduction - The Army Themes

- We are an Army AT WAR Supporting a Nation at War
- The Soldier is our Centerpiece
- The Strategic Environment – Changing Now
- US troops around the world are making America more secure
- We will become more Relevant and Ready to current / future challenges
- A Campaign Quality Army with a *Joint* and Expeditionary Mindset
- We must Reset the Force

Shaping the Future, Shaping Intelligence

WE ARE FOCUSING ON OUR CORE COMPETENCIES

- ✓ *Train and Equip Soldiers and Grow Leaders*
- ✓ *Provide Relevant and Ready Land Power to Combatant Commanders as Part of the Joint*



Are you wearing your Dog Tags?

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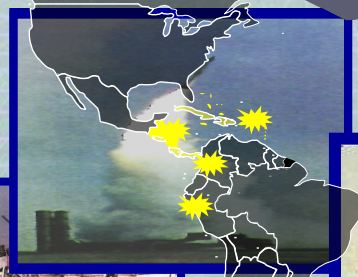
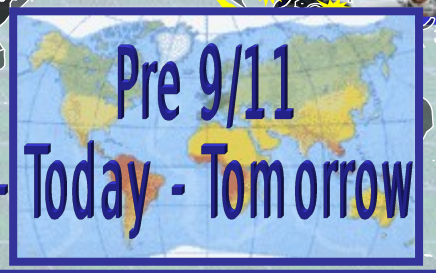
Transnational Concerns (Today)

- Middle East/Southwest Asia
  - Israel & Palestinians
  - Iraq – Iran – Afghanistan
  - India and Pakistan
- North Korea
- China's Intentions
  - Taiwan
- Balkans instability
- South / Latin America
  - Colombia
  - Bolivia
  - Haiti
- Africa's transition





Technology-Economics-Public Opinion-Globalization-

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Symmetric Warfare . . . Yesterday

"How do we break the Paradigm?"

CURRENT FORCE

Low Threat

A Cold War – Industrial Age Army designed to counter Symmetric Threats. Heavy - Armor and Mechanized Force Structure designed to fight linearly. (Crush

Symmetric Warfare

OPERATIONAL

THREAT

Low Threat:
- Terrorist Attacks
- Insurgencies

Soviet and other Threats designed and structured to counter us "head on". Terrorism was of concern, but

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Operational Environment

"Threat" Today – *"A Shift to Asymmetric Warfare"*

Opponents will more likely use their forces and capabilities in non-conventional ways in an attempt to achieve peer-like advantages at selected times and places. They will seek to preserve their own forces, while conducting strategically focused operations to degrade national will, fracture alliances and coalitions, and limit scope of involvement.

- **No sanctuary**
  - **Battle space is extended Worldwide**
- **Different meanings to different Countries/Regions**
- **Unique Global War ("World**
  - **The World is the**

GLOBALIZATION

"The Army will require the capability to fight at all levels within the

Asymmetric Warfare. . .

Future

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"Transforming to meet threats across the Spectru

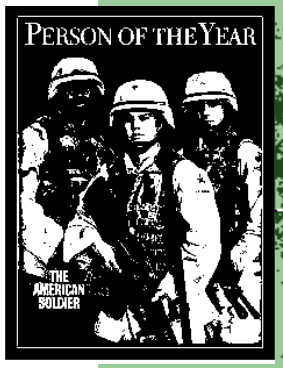
High Threat

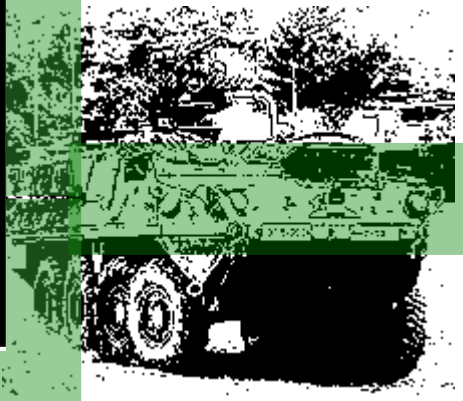
High Threat:
- WMD
- Large Scale Computer Attack

ASYMMETRIC

Spectrum of War

STRATEGIC





Symmetric Warfare

THREAT

It's not simple – it's not linear

FUTURE FORCE

Low Threat

Low Threat:
- Terrorist Attacks
- Insurgencies

ASYMMETRIC

An Army that adapts, changes, trains, learns and adapts to fight Strategically and Tactically, throughout the Spectrum of War – An Army that is Relevant and

Threats are adapting to counter - defeat us. Will not engage us on our terms – will counter us where we are unwilling or

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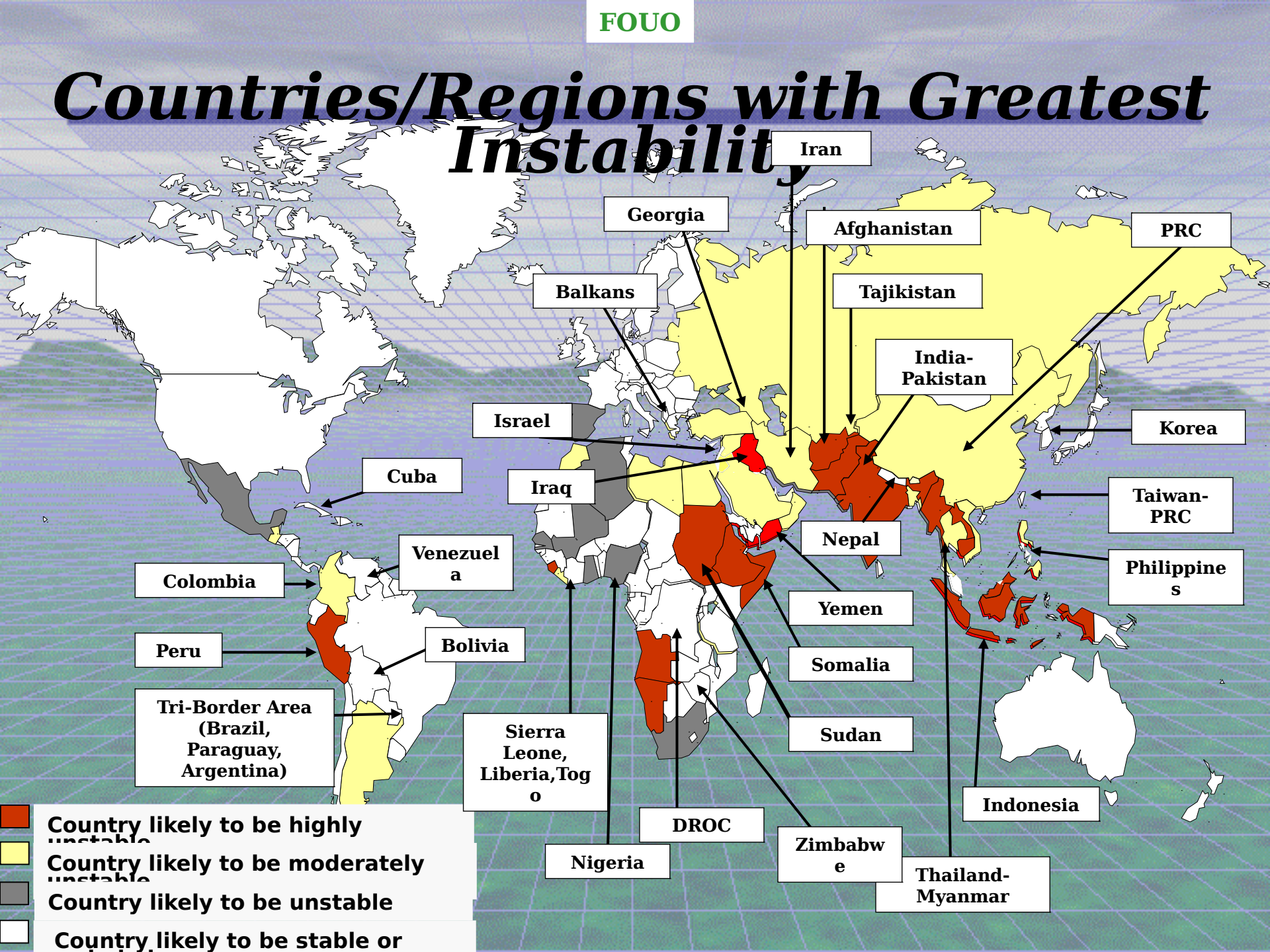
Countries/Regions with Greatest Instability



The Environment in 2012

"What we expect to see"

SPECTRUM OF CONFLICT

- Rapid regime change (weak governance)
- Blurring of strategic, operational, tactical
- High and low tech capabilities
- Increased variety of Small Scale Contingencies
- Terrorism, WMD, Criminal, Cruise missiles, TBMs
- Wild Cards: new technologies
- Use IO to operate/attack
- Bring conflicts to rapid conclusion (avoid direct U.S. confrontation)
- Operate non-linearly - Urban Environments
- State on State entanglements (WMD)
- Not aligned strictly to State boundaries – Regional and Global
- ***Conventional Force on Force conflicts are still***

PLAYERS

- States
- Communities of Interest (PVO's, NGOs, Diasporas, ethnic, religious, supra - national groups)
- Terrorist
- International Criminal Syndicates

- ***Accelerates***
- ***Influences***
- ***Enables Rapid Change***
- ***Limits Response time***

Allies ***(changing alliances, different issues, different reactions)***

CATALYSTS

"for change"

Religion

Technology

GLOBALIZATION

Economy

Public Opinion

World View of US

Unilateral -------- Ubiquitous -------- Unbeatable

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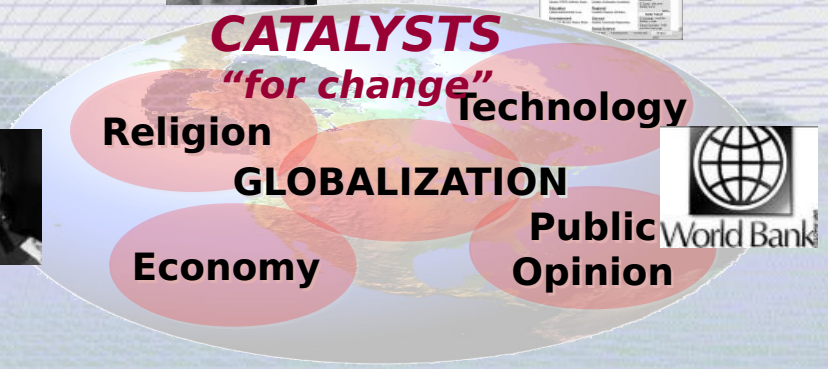
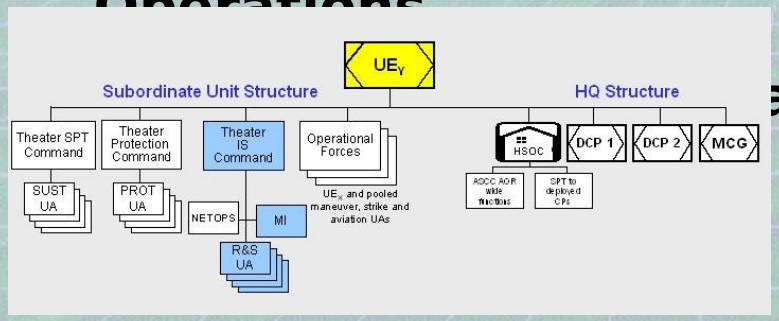
Impacts of the Changing Enviro

- Globalization is changing Warfare
  - Increasing government failures
  - Increasing internal conflict
  - Transnational economics
  - Rapid media dissemination



- The evolving Asymmetric Threat impacts:
  - Strategic Planning and Operations



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Changing our Strategic Thought

National Military Strategy (*04 draft*): "The US faces a number of dangerous and pervasive threats. Traditional, irregular, catastrophic, and disruptive challenges will require the Armed Forces to adjust quickly and decisively to change and anticipate threats."

Wider range of adversaries - A more complex and distributed battlespace - Technology diffusion and access

Changes in:

Threat
- Changes in warfare
  - Asymmetric
    - *Tactical - Strategic*

Technology
- Changing
  - Access to anyone with money

Economics
- Not just states anymore
  - Regional Groups

Glob
- Travel
- Public Opinion
- Religion

IMPACTS

Threats can attack us in any of these areas. We Must:
- Defend against
- Respond in any of these areas

Requires us to Adapt / Change:

- Adapt our Force Structure and Doctrine
  - Agile – Decisive -- Integrated
- Refine our Strategic Thought

Elements of National Power

Natural
- Geographic
- Population
- Natural Resources

Social
- Sociological
- Political

- Economic
- Information
- Military

Changing our Force Structure and D

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The first, the supreme, the most far-reaching act of judgment that the statesman and commander have to make is to establish . . . the kind of war on which they are embarking."
- Karl von Clausewitz

"Cold War Threat"

- **Deterrence between states was enough**
- **Planned to "prevent war"**
- **Conventional threat still persists**

"New Threat

- **We are and will be at war asymmetrically**
- **Adaptable and agile**
- *Homeland no longer immune!*

- Smallscale Peacekeeping Ops will likely increase

We were designed for the old…

…We now must transform to cover the entire sp

Therefore, we must develop:

- ✓ **Campaign quality Army with Joint and Expeditionary Mindset**
- ✓ **The Soldier as our platform**
- ✓ **Modular and agile units**

Intelligence Issues from OIF

(our challenges)

1

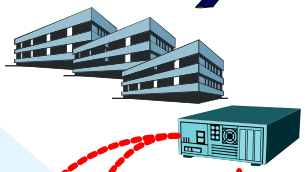
TACTICAL COLLECTION

Addressed the tactical collection required to meet the commanders' needs with a focus on HUMINT, UAVs, Combat Patrols, and Technology Insertions

How we Connect to the Environment

3

ACCESS TO NATIONAL



Identified policies, databases, and training necessary to access national collection and resources

How we get to the Databases

How we move information, data, reports

How we analyze the data, information etc.

Tactical – Operational – Theater (ISG & CPA) – Joint – Agencies - National

REPORTING

Assessed reporting capabilities: timeliness, flow, fusion, equipment, and communications

NETWORK OF ANALYTIC CENTERS

Identified organizations, system interfaces, analysis tools and training needed to collaborate and analyze

2

4

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Outdated Processes

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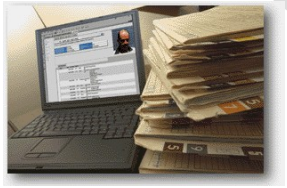

2 Industrial Age

- Echelonment
- Volume of Messages
- Stove Pipes
- Aging technical Collection Systems
- Acquisition Processes and Management

1 *Today*: *We are using Industrial Age processes with Information Age technology*

3 Information Age

- Interactive Framework (Sensing, DBs, Extraction – Integration – Visualization)
- Modular
- Flatten the collection / assessment cycle
- Present the essence of information in real time to the Soldier

4 Information Age requires us to Adapt:

(for example)

- 10 of the largest US Bankruptcies – last two years
- IBM: $8 Billion + / $6 Billion - / $ 8 Billion + (7 yrs)
  - Large frame vice Home computers
- AT&T: ignored the internet - *recovered*
- Slide Rules vice calculators
- 33,640 Businesses failed during the past two years

"A Company that fails to adjust to its changing environment soon loses its relevance . . ."

Gary Hamel &
Dr. Liisa Valikangas

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Actionable Intelligence

FIX THE CURRENT - - - DESIGN AND POSTURE FOR THE FUTURE

Actionable Intelligence provides Commanders and Soldiers a high level of shared situational understanding, delivered with the speed, accuracy, and timeliness necessary to operate at their highest potential and conduct successful operations.

Synchronized with Focus Areas:

- Modularity
- Network
- Soldier
- Joint Expeditionary Mindset

Critical Initiatives:

- Project Foundry
- Overwatch
- DCGS-A Reset
- Information Manhattan Project
- IDC coupled to DCGS at theatre

Battlespace Capabilities - Overwatch - Network Centric Environment - Culture and Mindset

"The (Focus Area) assessment outlines where the Army is and where the Army needs to go. The analysis provided 17 immediate focus areas, which will feed into more strategic undertakings. The focus areas are highly interrelated and are not a linear process."

CSA

Focus is the Soldier

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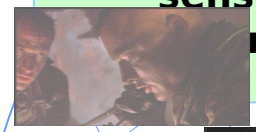
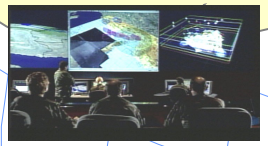
1

Battlespace Capabilities

The capability of the Soldier to sense and understand his nment – integrated into the Framework



Integration and fusion of Tactical and Higher Data and information.



INTERNAL

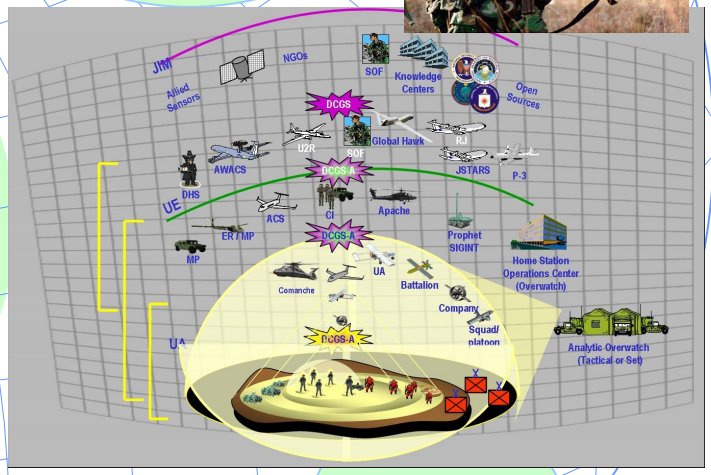
INSTITUTIONAL

Our Objective: Culture - Mindset

Intelligence is Operations
Every Soldier is a Sensor
Fight for Knowledge
The Way We Train

ACTIONABLE INTELLIGENCE

The Soldier -- Our Focus



EXTERNAL

ENABLER

2

Overwatch

Sensing and Analytic Overwatch of the Battlespace and Area of Interest

3

Network Centric Environment

Knowledge Based, Tools , Comms Connectivity, Collaborative Environment, Data Access, In and Visualization. Create Framework

Resetting the Force

Creating a Modular Army

- "Brigade based"…more responsive, enables Joint and expeditionary capabilities

Restructuring the Force

- 100K+ of change… divesting Cold War structure to fight the Global War on Terrorism and provide a more full-spectrum capable force

Stabilizing the Force

- Increases unit cohesion & stability, and provides predictability for Soldiers & families

Get the Right Blend of Capabilities to Support Our Nation

The following is the "current" designs provided by Task Force Modularity

TF Modularity: MI Capabilities in BUA

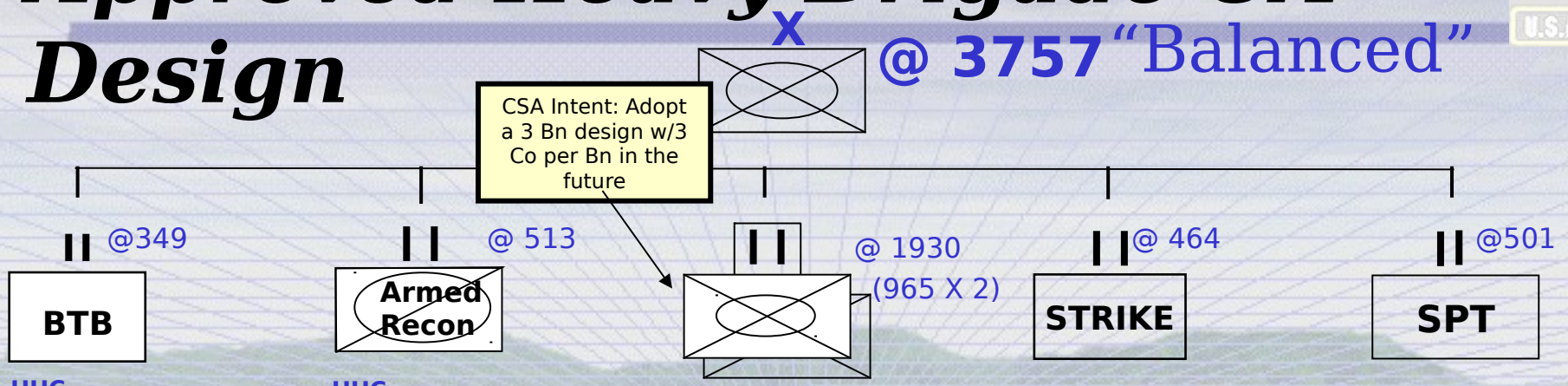
***Key MI Capabilities in the BUA*:**

- **Greater analysis @ Bde S2 (larger S2 shop – from 12 to 17 soldiers (5/2/10))**
  - **S2X organic to Bde S2**
    - **Plus…**
  - **ACT replaced w/ Analysis Plt (from MI Co)**
  - **ISR Integration Plt (from MI Co)**
- **Greater analysis @ Bn S2 (larger S2 shop – from 7 to 10 soldiers (2/0/8))**
- **Organic MI Co - Multi-discipline capability (MI CO & RSTA)**
  - **SIGINT – 2 x Prophet (RSTA)**
  - **MASINT – GSR & REMBASS (RSTA)**
  - **IMINT – 2 x Shadow (TUAV); CGS (@ BDE)**
  - **HUMINT – 4 x HCT (HUMINT Collection Teams)**
    - **- 2 x OMT (Operational Management Teams)**
    - **- S2X (BDE HQ)**

A-DCGS

- **Joint Enablers – CGS; Trojan Spirit (JWICS) (DoD DCGS)**

Approved Heavy Brigade UA Design @ 3757 "Balanced"



HHC
- C2 Enhancements
  - o Increased staff
  - o Deputy Cdr
  - o 2 x M2 / BCV
  - o JFIRES (ECOORD, NLEC, JTACP)
  - o ADA/AVN STAFF
  - o SOF LNO
- MP Plt
- Security Plt
- SUAV

Signal Co
- BSB TACSAT Plt
- TOC NODAL Plt
- SIG SPT Plt
- NET OPS TM

MI Co
- ISR Analysis Plt
- ISR Integration Plt
- HUMINT Sec
- 1 Common Ground Station

HHC

3 Recce Troops
- 2 x Plts w/ 3 sections
  - w/1 x M3/LRAS3
- Mortars (2)

Surveillance Troop
- TUAV Plt
- Multi Sensor Plt (PROPHET, GSR)
- NBC Recon Plt (2 x FOX)

Forward Support Co

HHC
- JTAC/FSE/ w/ 3x BFIST
- Sct Plt w/ 3 M2 and 5 LRAS3
- Mortars (4)
- Sniper Sec

2 x Mech IN Co
- 6 x INF Plts (36 squads)
- Co SUAV

2 x Tank Co
- Co SUAV

Eng Co

Forward Support Co

HHB

2 x Batteries
- Paladin 2 x 8

Target Acq Plt
- -1 x Q36
- -1 x Q37
- 4 x LCMR

UAV Plt
- TUAV
- SUAV

Forward Support Co

HHC
- Enhanced Staff
- SUAV
- Additional drivers

Maint Co

Distro Co

Med Co

- **RSTA "stuff in red"**
- **SBCT-like design, but:**
  - **more organic analysis**
  - **97B pulled from RSTA Troop S**

UEx -- The Concept

- UEx = Div/Corps (highest tactical echelon)
  - Focuses on Warfighting
- UEy = Corps/ASCC (operational level echelon)
  - Focuses creating the condition for the success in the fight

Blending Echelons

"This is about a blurring of echelons, not simply an elimination of an echelon."

UEx

- Stand alone HQ (~1000+ people)
- ACE Organic to HQ
- JTF Capable
- 2 or 3 Star HQ that acts as a demi-CORPs (controls BUAs)
- Controls 2-6 BUAs
- Controls 1-n SUAs

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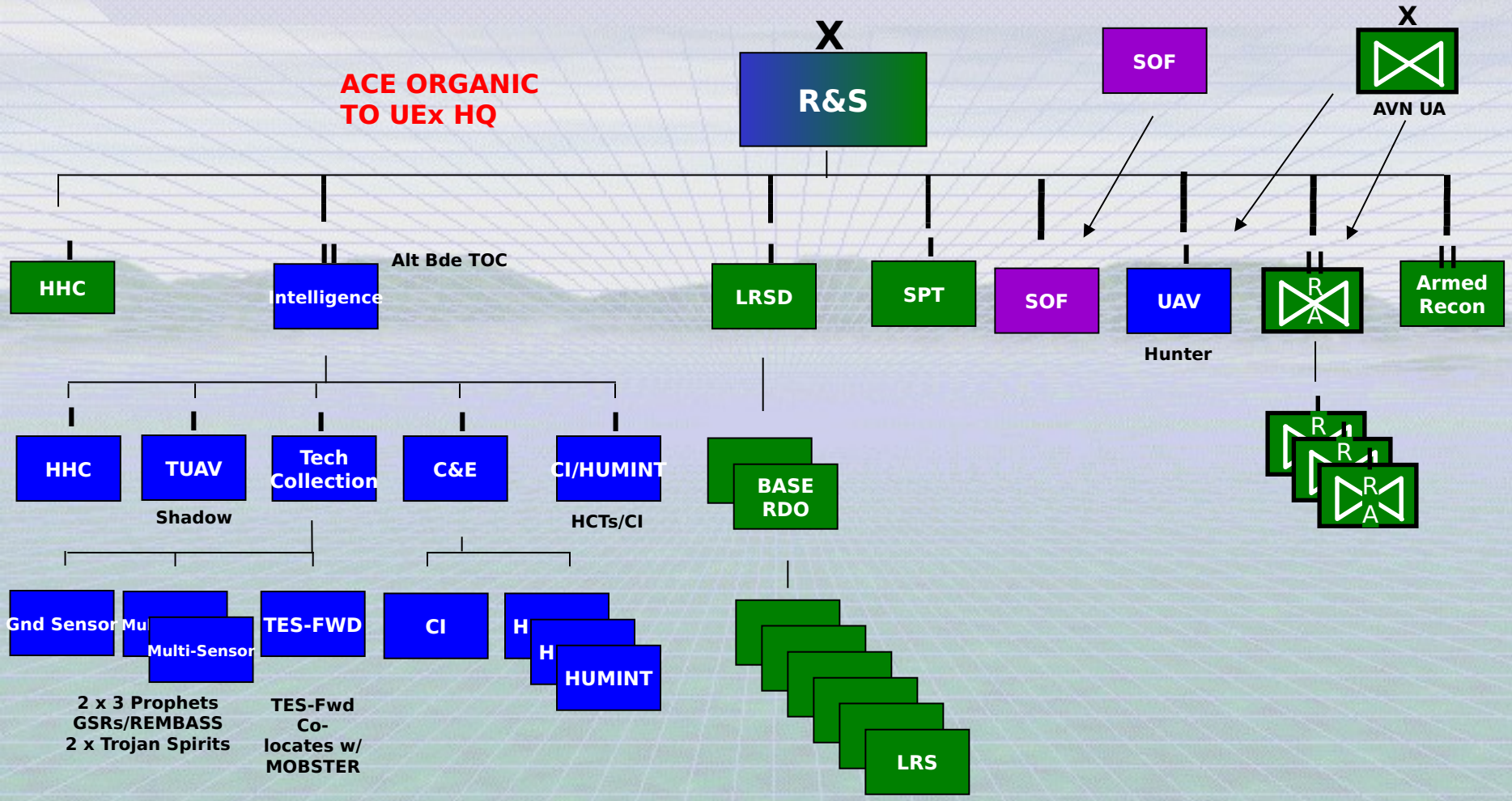
UEx LEVEL



Mission: Conducts Reconnaissance, Surveillance, and Intelligence operations to enable the UEx, JTF, or Joint Force Commander to focus joint combat power and effects with precision to simultaneously support current and future operations throughout the Area of Operation.

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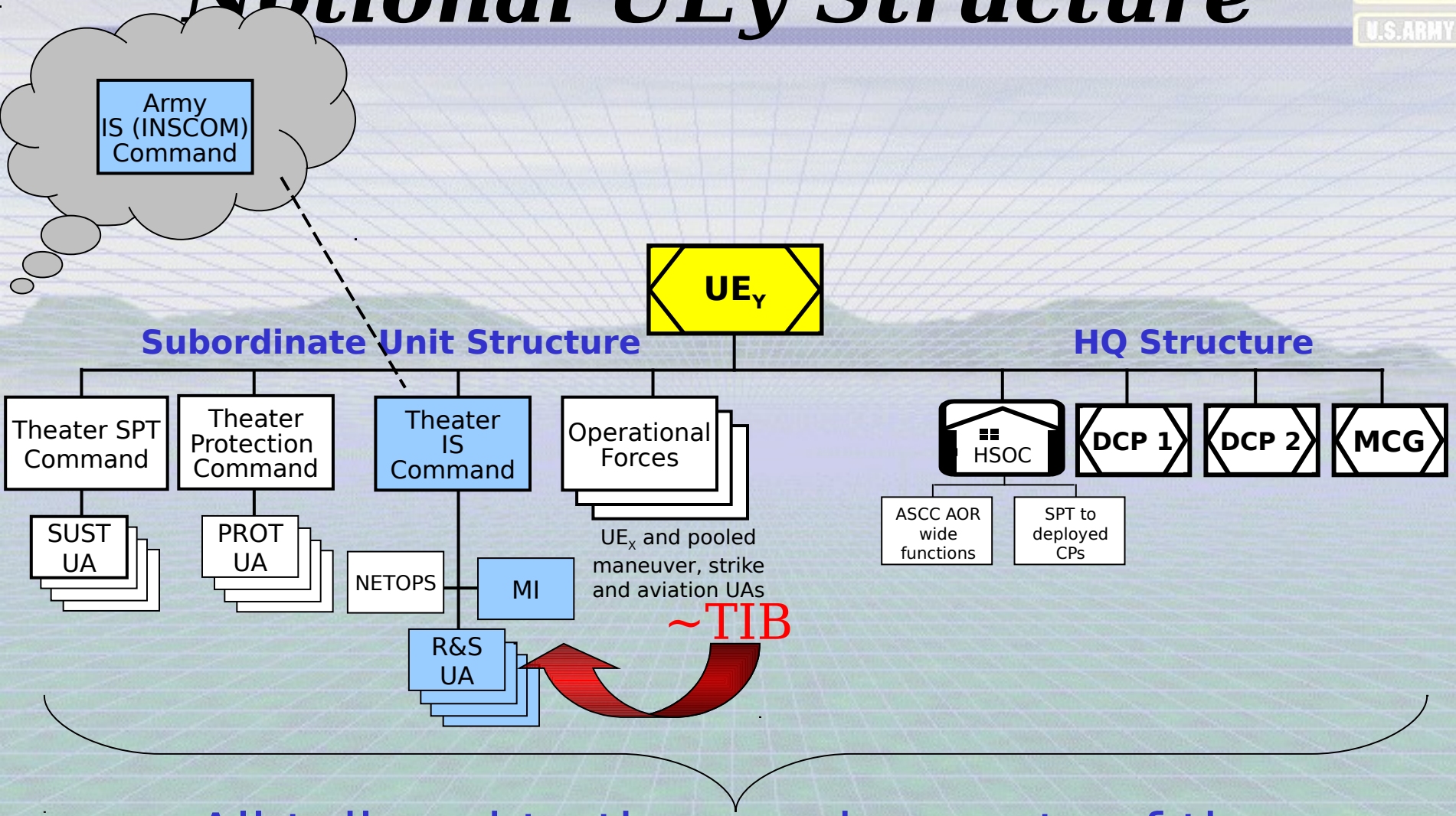
Notional UEy Structure



All tailored to the requirements of the Combatant Commander to Provide Campaign Quality Forces

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ater Intelligence Brigade

Army IS (INSCOM) Command

Information Superiority Command

NETOPS Brigade | Theater Intel Bde | Info Operations

II | I I | II | II

- Regional Focus Center
  - HSOC
  - JISE 1
  - JISE 2
- Collection & Exploitation (Human)
  - HUMINT
  - CI
  - TECHINT
- Fixed Site SIGINT
- Ground Collection (Technical)
  - Signatures
  - SPEW
  - Survey
- Aerial Collection
  - ACS
  - UAV
  - JTSARS
  - GLOBAL HAWK
  - PREDATOR

Joint Captured Material Exploitation Center
Joint Document Exploitation Center
Joint Interrogation & Debriefing Center

HSOC – Home Station Operations Center
HUMINT – Human Intelligence
CI – Counterintelligence
JISE – Joint Intelligence Support Element
ACS – Aerial Common Sensor
UAV – Unmanned Aerial Vehicle

Linguist Challenges in the Field

- Technology improving, but not yet sufficient
  - Phrase–a–lators
  - Automatic document translation
    - Cannot read handwritten documents
- Linguists targeted by enemy for “collaboration”
  - 20 KIA / 5 Non-hostile Deaths

Outlook:

- ✓ Demand for linguists will continue throughout GWOT
- ✓ Technology improvements should help
- ✓ 1.9 Billion anticipated over next five years for contractors
- ✓ Continue emphasis on training-up sub-proficient linguists

Conclusion

The Soldier is our Focus

FRAMEWORK

- Mindset-Culture (*Info age tech + different threat = change*)
  - Training - Policies - Procedures
  - How and who collects intelligence (Soldier as a Sensor)
  - How we support the Soldier
  - Fight for Knowledge - intel & Ops integrated
- Battlespace (*awareness - knowledge of his area / environment*)
  - Connect the Soldier to the Network
- Overwatch (*expertise - knowledge support to the Soldier*)
  - Networked analytic centers - interactive with tactical - Soldier
  - Focus is Tactical Maneuver Echelons (Intel Push - not pull)
- Network Centric (*network + info age tools = Framework*)
  - DCGS - network
  - Sensors - databases - extraction/integration - visualization (tools)
  - DATA: sort - extract - integrate - view - manipulate - visualize data)

Contacts

- If you need to contact the G2:
  - COL Jasey Briley, XO: (703) 695-3033
  - LTC Diller, Initiatives Chief: (703) 693-7646
  - MAJ(P) Bannister, XO to Mr. Ford: (703) 693-6868
  - MAJ Alvarado, XO to MG Fay: (703) 693-5851
  - LTC Steve Iwicki FA-16 Action Officer (703) 693-7645

QUESTIONS?

Although they restricted themselves to one drink at lunch time, Alan and Roger found they were not at their most productive in the afternoons

It's just how you look at

Thanks for everything each
of you do for our Soldiers - Army - Nation.
QUESTIONS?
“It all starts with good Intelligence!”

Backups

“It all starts with good Intelligence!”

Language Personnel Issues

- Over 5200 validated requirements for Iraq alone
  - 727 Reserve Arabic linguists in the inventory (all ranks, all levels —not all 2/2)
  - 440 2/2 or above, but not all deployable
- We will continue to be dependent on contract support
  - AC/RC organic linguists not enough
    - Approximately 7800 total (all languages)
  - Continued Alternate Contracting Officer Representatives (ACOR) are key
    - 300th currently provides 5
- All contract linguists vetted before hire via background, security checks
  - Only 30% of US citizen applicants cleared as Arabic speakers
  - Only 10% of US citizen applicants cleared as Pashtu speakers
  - Result is higher quality, but quantity remains a challenge
    - of 500 Arabic linguists screened, 30 hired

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Disseminating the Intel

SCI

CIA

National Agencies JS/CC
ASCC Corps DIV SOF

Develop the rules and infrastructure to move intelligence from

SCI ↔ SECRET

SECRET ↔ SBU

Real Time SCI to SECRET Inject

territoriality

culture

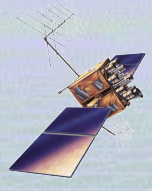
mindset

SECRET

DISA

Coalition DIV BDE BN

Real Time SBU Inject "FBCB2"



Real Time SECRET to SBU Inject

procedures

policies

Today: Control interface with reliable human review

Tomorrow:
Requirement:
Soldiers receive relevant information

Sensitive But Unclassified (SBU)

BDE BN CO PLT SQD
Soldier

Red = impediments

Conclusion

- Adapt current force to fight today – create future force to fight tomorrow
- Change processes that take too long (can't change 1% of the Army per year and think that's good enough)
  - Change and adapt quicker
- There will be ambiguity and uncertainty – those that will be successful will learn how to deal with it (99% of the time, intel will NOT give you a 100% picture – accept that)
- We are and will be at War

Actionable Intelligence

Actionable Intelligence provides Commanders and Soldiers a high level of shared situational understanding, delivered with the speed, accuracy, and timeliness necessary to operate at their highest potential and conduct successful operations.

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TF Actionable Intelligence

Initial Guidance: Create an intelligence framework that is focused on reducing data to understanding to actionable intelligence and an operations/intelligence culture that supports elimination of artificial walls between operations and intelligence.

Essential Tasks

- **Analytic Overwatch: National capabilities focused on tactically engaged soldiers …Better support forces on the move**
- **Foundry: Provide regional expertise to deployed forces and reduce spin up time**
- **Information Manhattan Project: Through intel fusion prototyping provide tailored products vice megabytes of data to engaged forces**
- **Red Teaming: Integrate Red Teams that anticipate non-traditional enemies**
- **Accelerate DCGS-A: as the fusion**

New CSA Tasks from 18 NOV & 5 Feb

- **Implement fixes required for OIF I and II – prep OIF III**
- **Red Team the transition between OIF I and II**
- **Transform HUMINT and CI**
- **Develop concepts to change Army culture by changing training and behavior**
- **Synchronize with TF Modularity**
- **Look at harvesting uniform faces in NFIP positions through conversion to civilian positions**
- **Review RC along with AC**

Disposition/Way Ahead

Continue

- **Continue TF efforts**
- **Develop action plans**

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Imperatives

- Improve Situational Awareness for those closest to the fight
  - Analytical focus on the tactical fight
  - Overwatch
  - Share all-source perspective from national to tactical
  - Share regional expertise and SME access down to the tactical echelon
  - Tailored presentation of information
- Create an enterprise predicated on shared Situational Awareness across all echelons
  - Every Soldier a Sensor
  - Increase ease of reporting from those forward
  - Digitize at point of origin
  - Integrate forward perspective into Joint/National databases and assessments
  - Federate analysis

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Actionable Intelligence (FA 16) CONCEPTS

INTERNAL

Battlespace Capabilities

The capability of the Soldier to sense and understand his environment – integrated into the Framework

TF Modularity – TF Network – TF Soldier – Joint Expeditionary Mindset

INSTITUTIONAL

Our Objective: "Culture – Mindset"

Intelligence integrated with Operations - Every Soldier is a Sensor - Fight for Knowledge - The Way we Train

Intelligence integrated with Operations – Every Soldier is a Sensor – Fight for Knowledge – Red Team University – Red Teaming

Actionable Intelligence

Overwatch

Sensing and Analytic Overwatch of the Battlespace and Area of Interest

Analytic Overwatch – Project Foundry – IDC/Morning Calm – Information Manhattan Project

EXTERNAL

Network Centric Environment

Knowledge Based, Tools, Comms Connectivity, Collaborative Environment, Data Access, Integration and Visualization. Creates the Framework

Digitize at the Point of Origin – Build the Framework – Joint Expeditionary Mindset – Innovative Prototyping – Distributed Common Ground System - Army

ENABLER

Task Force Actionable Intelligence

Accomplishments

- ✓ CSA approves initiatives (focus on six key tenants)
- ✓ Current Force fixes – 107 of 127 requirements fixed *(FBCB2, tech insertions, biometrics, IED countermeasures, HUMINT/CI, Information Dominance Center (IDC), reporting architecture, data access tactical thru national)*
- ✓ Submitted POM Funding Requirements
- ✓ Concurrencies with all key players
- ✓ Gray Beard and technical experts sessions

Way Ahead

- ❑ Media Roundtable 16 March
- ❑ Spiral development into DCGS
- ❑ Spiral technology from IDC and Morning Calm (proliferate through the Community)
- ❑ Integrate with the Joint Team in development of Theater and National Concepts…Nest with TF Modularity…Remain Engaged with TF Network and TF Soldier
- ❑ Develop and refine Action Plans

What we have done do date...

- ✓ 2 DEC: Out-of-box/futurist panel
- ✓ 8 DEC: MI Senior Leadership VTC
- ✓ 11 DEC: Graybeard session
- ✓ 11 DEC: Briefing to GEN Byrnes
- ✓ 29-30 DEC: FA 16 Way Ahead
- ✓ 9 JAN: FA 16 POM Wedge Submission
- ✓ 10 JAN: DAS Update
- ✓ 13-15 JAN: DCGS-A Way Ahead
- ✓ JAN/FEB: Exercise Morning Calm
- ✓ 21 JAN: Mr. Newt Gingrich
- ✓ 21-23 JAN: Air & Ground Sensors Way Ahead
- ✓ 30-31 JAN: VCSA Off-site
- ✓ 2 FEB: Mr. Newt Gingrich
- ✓ 9-12 FEB: Focus Area Budget Briefs
- ✓ 10-12 FEB: Army Commander's Conference

Gray Beards

GEN(R) Gary Luck*
GEN(R) Wayne Downing*
GEN(R) Freddie Franks
GEN(R) Crosbie Saint
VADM(R) Mike McConnell
LTG(R) Robert Noonan
LTG(R) James Williams
LTG(R) Sam Wilson*

Innovative Thinkers

BG(R) Mike Hall
COL(R) Jim Gibbons
Dr. Steve P Pieczenik
Mr. Bran Ferren*
Mr. Rob Painter

Mr. Newt Gingrich

* Participating but did not attend

The Army Over Time

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	2004	2005	2006	2007	2008
Modular Division					
Additional Brigades	4 4 3	4 4 2	4 3 4 4	3 4 4 4 1	
SBCT	SBCT2	SBCT3	SBCT4	SBCT5	Land Warrior BLK II Fielding SBCT6 (Building)
Bn	DCGS-A $ TBD	DCGS-A $ TBD	DCGS-A $ TBD	DCGS-A $ TBD	DCGS-A $ TBD
BUA	DCGS-A TUAV Trojan SPIRIT CHATS CI&I OPS WS Prophet IMETS GSR/REMBASS LRAS $ TBD	DCGS-A TUAV Trojan SPIRIT CHATS CI&I OPS WS Prophet IMETS GSR/REMBASS LRAS $ TBD	DCGS-A TUAV Trojan SPIRIT CHATS CI&I OPS WS Prophet IMETS GSR/REMBASS LRAS $ TBD	DCGS-A TUAV Trojan SPIRIT CHATS CI&I OPS WS Prophet IMETS GSR/REMBASS LRAS $ TBD	DCGS-A TUAV Trojan SPIRIT CHATS CI&I OPS WS Prophet IMETS GSR/REMBASS LRAS $ TBD
UEx	DCGS-A Trojan SPIRIT CI&I OPS WS IMETS $ TBD	DCGS-A Trojan SPIRIT CI&I OPS WS IMETS $ TBD	DCGS-A Trojan SPIRIT CI&I OPS WS IMETS $ TBD	DCGS-A Trojan SPIRIT CI&I OPS WS IMETS $ TBD	

- **Analysis of system requirements based on work of TF MOD**
- **Costs are spread across several UFRs and need deconfliction**
- **Does not address realignment of current systems in the field**

R&S SUA (x10) & UEy (x5)

DCGS-A
TUAV
Trojan SPIRIT
CHATS
CI&I OPS Ws
Prophet
GSR/REMBASS
ARL/GRCS

Does not reflect the cost for systems above the UEx Hqs.

DCGS-A includes CGS, TES, ACE-L, ASAS-L Capabilities
CHATS includes 4 ITRT, 1 CHATS

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"The DCGS-A Challenge"

Today
Prior to Feb 04

Brigade (x ~~33~~)
ASAS RWS or ASAS Light - 6
CGS – 1
IMETS – 1

Division (x 10)
ASAS Family – 24
DTES – 1
CI & I Ops WS - 1
CGS - 2

Corps (x 4)
ASAS Family – 41
TES Main – 1 (minus I Corps)
TES FWD – 1 (minus I Corps)
IPF – 1 (minus I Corps)
CI & I Ops WS -1

ASCC (x 5)
ASAS Family – 112 (Incl RC)
TES Main – 1 (513th Only)
TES FWD – 1 (513th Only)
IPF – 1 (501st Only)
CI & I Ops WS – 1

Departmental

Strategic

Tomorrow
Mar 04 – Oct 06

BUA (x 48)
ASAS – Light - 51
ASAS ACT-E - 1
CI & I OPS WS - 1
CGS - 1
IMETS-Lite - 1

UEx (x 10)
ASAS - Light - 105
CI & I OPS WS - 10
CGS - 2
IMETS-Lite - 7
DTES - 2
TES Main (portion TBD) – 1
TES FWD - 1
ASAS ACT-E - 6

UEy (x 5)
ASAS - Light - 100+
CI & I OPS WS – 4+
CGS - + 2
IMETS-Lite – 3+
DTES – 2+
TES Main (portion TBD) - 1
[illegible]5+

BUAs til 2025

2010

IOC
DCGS-A

Next Decade
2010 & Beyond

FCS UA
DCGS-A Embedded - ~65
DCGS-A Mobile - ~20

UEx
DCGS-A Embedded - Lots
DCGS-A Mobile - ~50
DCGS-A Fixed – 1 (lots of WS)

UEy
DCGS-A Embedded - ??
DCGS-A Mobile - ??
DCGS-A Fixed – 1 (lots of WS)

- **POR stay viable until full evolution to DCGS-A**
  - **Retains required capability**
  - **Ensures manpower for today and tomorrow**
- **Significant Growth in People &**

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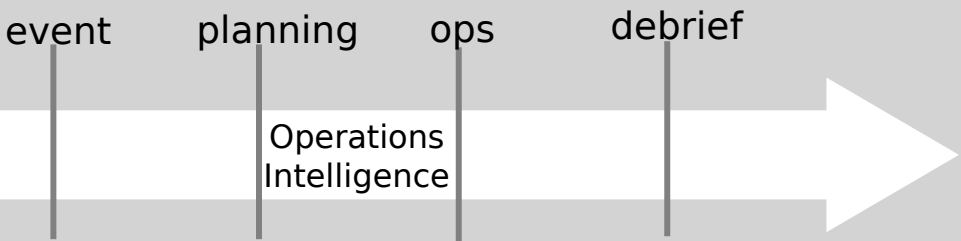
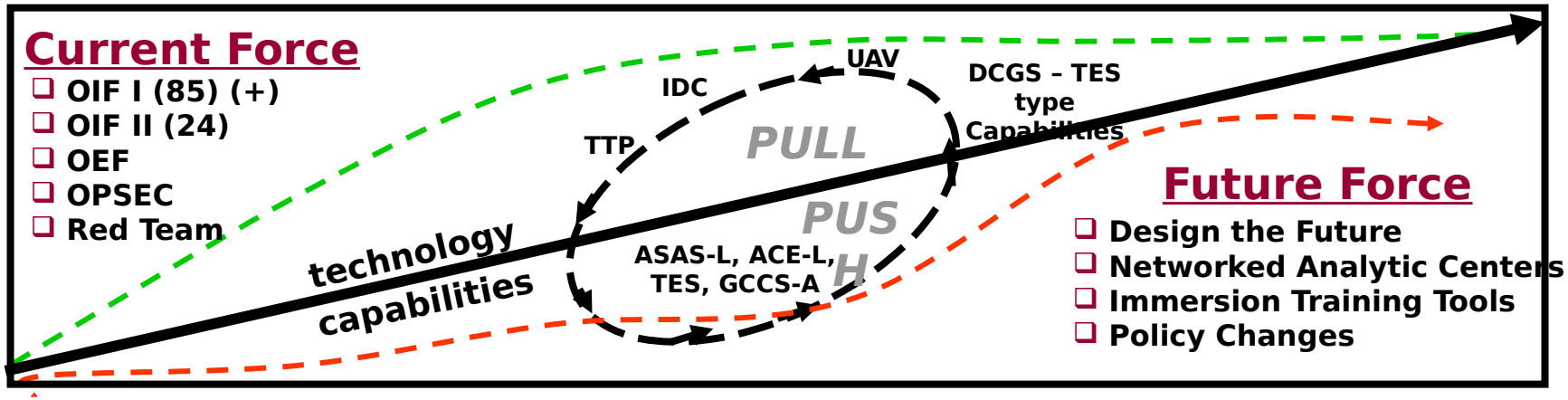
Fight for Knowledge

- **Culture and Mindset must better integrate Ops and Intel to reduce latency**
  - **Increased bandwidth does not solve this problem**
- **Intel is INHERENT part of EVERY Operation**
  - **OIF is forcing us to relearn lessons from WWII, Korea and Vietnam. That lesson is that all operations from logistics through fire and maneuver have a large intelligence component – pre, during and post operation.**
  - **Intel precedes the conduct of every operation from the squad-level on up.**
  - **Intel is conducted in all operations, and every operation requires a intel post mission debriefing which feeds the growing assessment and drives future operations.**
- **All units must take an active role in pursuing intelligence vice passively waiting to receive it before taking action**



Spiral Development Strategy



- Information and Intelligence technology change faster that the PBBE system
  - Spiral development is a process designed to keep up
- Current-to-Current
  - Take the best of limited fielding for high payoff technologies and rapidly proliferate – VSAT…Shadow…Prophet Hammer
- Future to Current
  - Pull critical technologies (Fusion, interactive video games, etc) forward by consolidating efforts and resources.

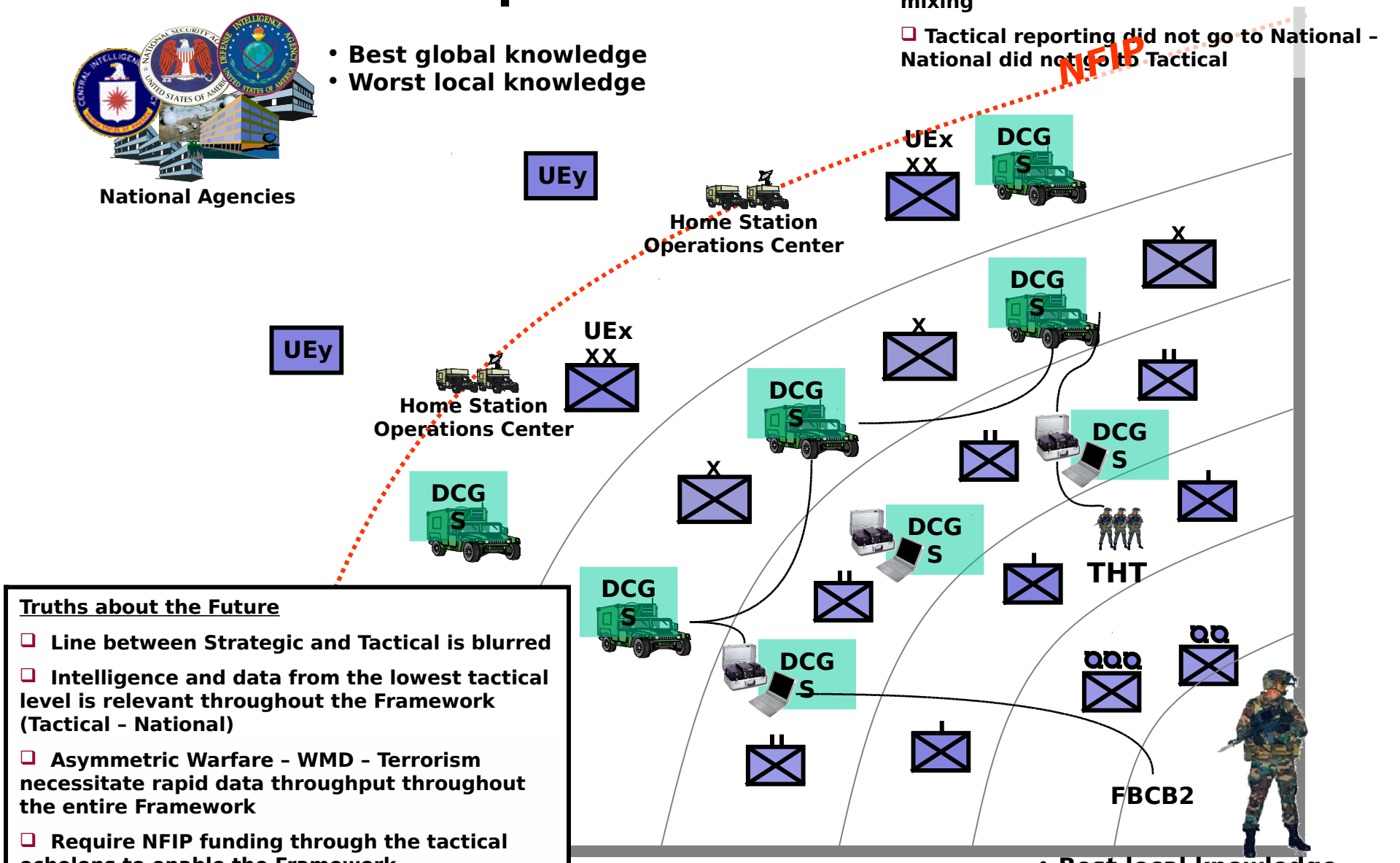
Transforming from Echelons to Enterprise

Truths about Yesterday

- ❑ Definitive break between Strategic and Tactical
- ❑ Two different funding mechanisms, no mixing
- ❑ Tactical reporting did not go to National – National did not go to Tactical

National Agencies

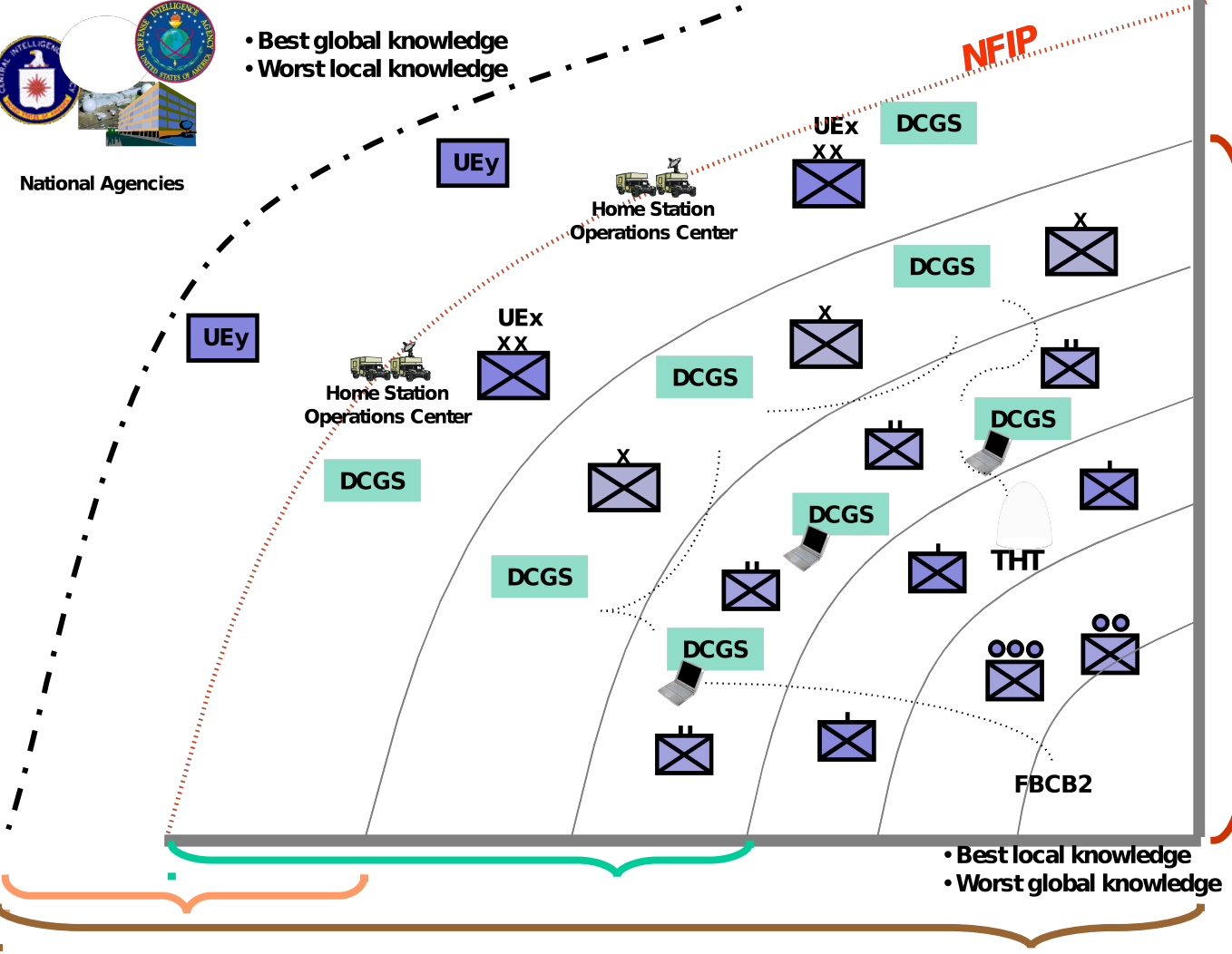
- Best global knowledge
- Worst local knowledge



Truths about the Future

- ❑ Line between Strategic and Tactical is blurred
- ❑ Intelligence and data from the lowest tactical level is relevant throughout the Framework (Tactical – National)
- ❑ Asymmetric Warfare – WMD – Terrorism necessitate rapid data throughput throughout the entire Framework
- ❑ Require NFIP funding through the tactical echelons to enable the Framework

- Best local knowledge
- Worst global knowledge



Red Teaming (See Ourselves)

- Develop an extensive Army Red Teaming capability consisting of Red Teams at each UEx and UEy.

Overwatch (Intel Push)

- Analytic direct support to operationally committed maneuver brigades and battalions from analytic sanctuary locations throughout the IC.

Project Foundry (Training)

- Identifies a portion of the tactical force for duty at the strategic and operational level during peacetime and deployment with a tactical unit during crisis and war. Leverages tactical intel spaces during peacetime.

IDC coupled to DCGS at theater level (Network/Framework)

- Supports the migration of leading edge technologies and

DCGS-A Reset (Framework/Network)

- Establishes a seamless / interoperable architecture for analysis and rapid exchange of

Information Manhattan Project (Enabler)

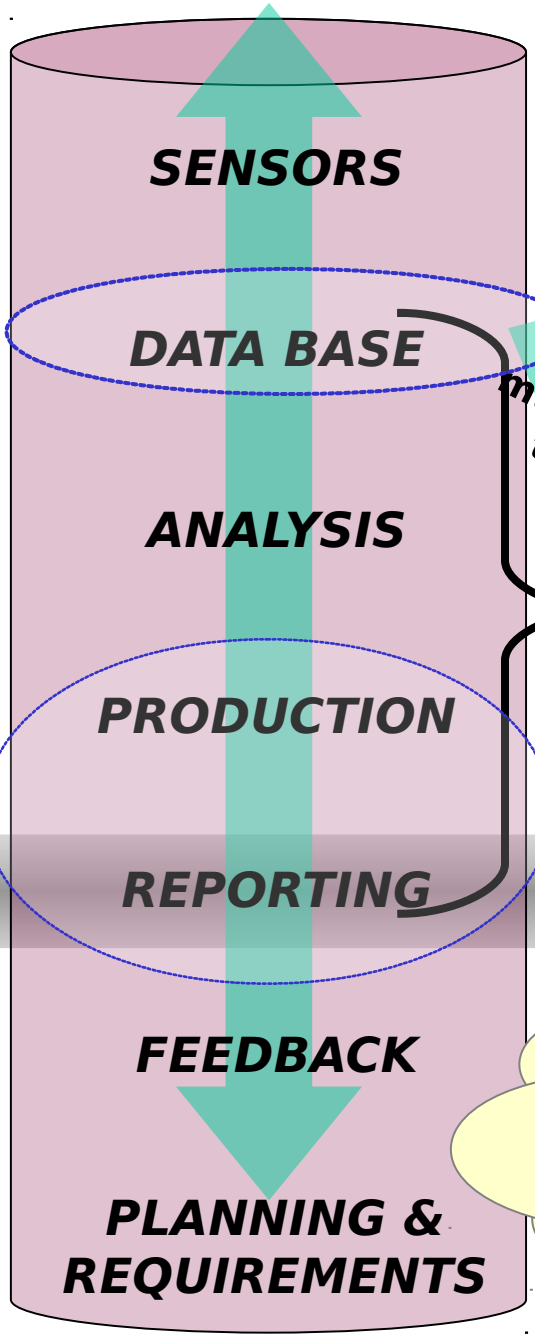
- Working group of 10-12 elite/world class experts to create solutions to maximize the framework

FOUO

Horizontal Integration

Horizontal Integration Today:

- The community as a whole must redefine the Mindset – Culture - Policies in order to allow "reaching and extracting" into the hallowed Data Bases
- Integration takes place to far down the Stove Pipes (time – relevance issues)
- Millions of pieces of data are inaccessible to the Community as a whole



Effective and Actionable Horizontal Integration, extraction must take place as close to the source as possible

Today, Horizontal Integration takes place well into the stove pipe – normally at the production or reporting steps.

Sharing of Reports does not equate to Horizontal Integration

Top 6 Actionable Intelligence Priorities

Overwatch

- Concept envisions providing analytic direct support to operationally committed maneuver brigades and battalions from analytic sanctuary locations throughout the IC.
- Allows continuous theater coverage while simultaneously providing for direct support of operationally committed forces
- Linked to all Analytic Centers for; Smart Push and Pull; linkage to IDC.

Information Manhattan Project

- Working group of 10-12 elite/world class experts to create solutions for Actionable Intelligence
- Problem set includes:
  - software tools
  - analytic center
  - overwatch

Project Foundry

- Leverages tactical intelligence spaces for Army CI, HUMINT,SIGINT, IMINT, and all-source missions during peacetime
- Identifies a portion of the tactical force for duty at the strategic and operational level during peacetime and deployment with a tactical unit during crisis and war.

Red Teaming

- Develop an extensive Army Red Teaming capability consisting of Red Teams at each UEx and UEy.
- Teams will consist of operators, logisticians, IO and others trained to anticipate enemy actions and assess blue vulnerabilities.
- Will enable Actionable Intelligence by providing quick assessments of the impacts of blue actions on the environment and feed them back into the plans process.

DCGS-A Reset

- Provides Intel to the Force
- Provides input for the COP at all echelons from UEy to battalion
- Establishes a seamless / interoperable architecture for analysis and rapid exchange of intelligence data and information.
- Provides an analytical capability for battalions across the force at the UA level.

IDC coupled to DCGS at theater level

- Provides an agile Infrastructure and operational test platform.
- Permits testing of advanced technologies and business practices in an operational environment.

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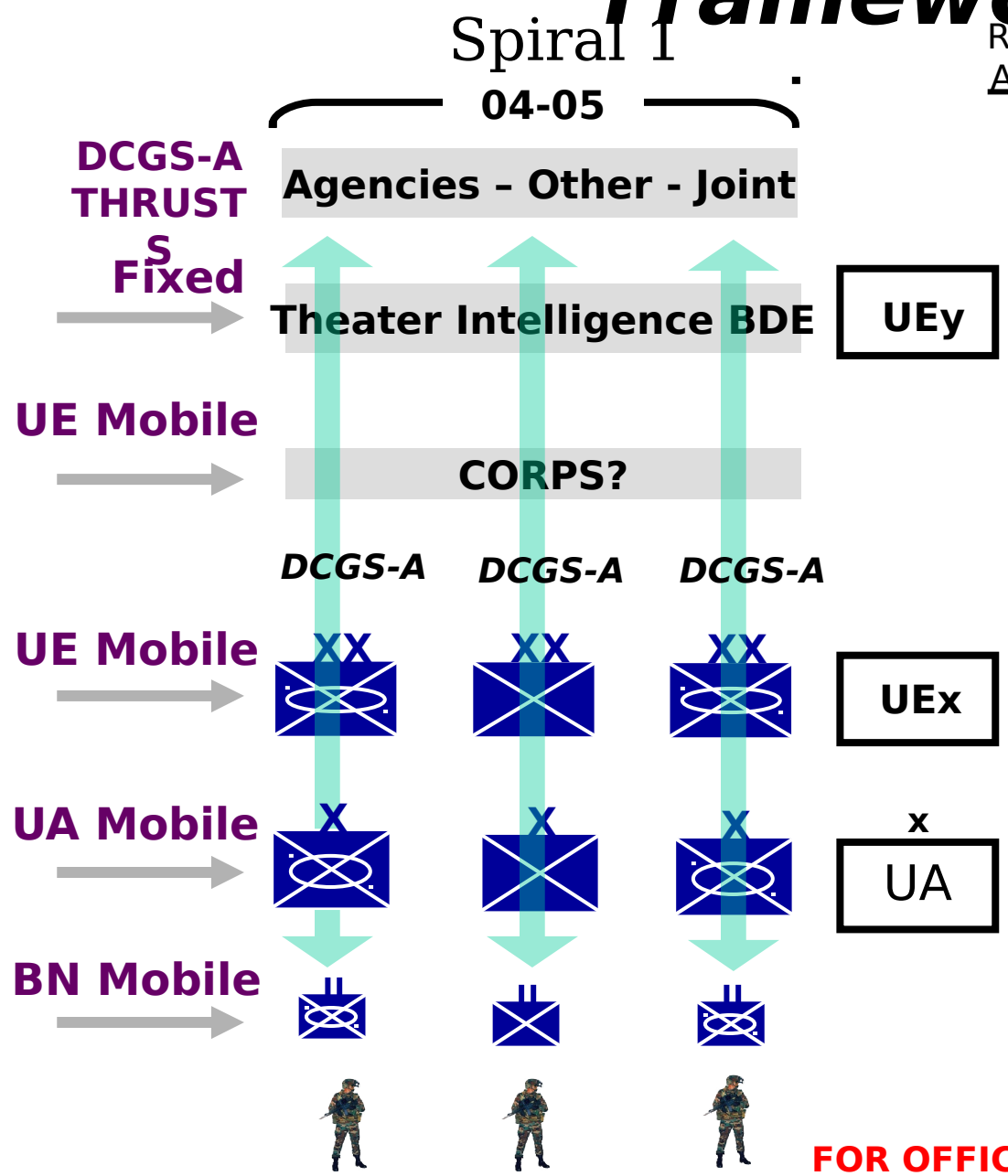
Implementation Strategy Framework



Remainder of Force becomes DCGS-A enabled in out years through Unit Resets

DCGS-A capability at BN level and up – enables reporting and intelligence flow

- **Sets condition for "Every Soldier is a Sensor"**
- **Enables "Fight for Intelligence"**
- **Digitized "closer" to the point of origin**
- **Joint Expeditionary mindset**
- **Vertical / horizontal integration**
- **Enables Analytic Overwatch**

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Nesting of the Six Critical Requirement

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National

THEATER/
JOINT

Information Manhattan Project
- Data *Mining-Automated Extraction / Integration*
- Fusion–Analytical tools

UEy ACE

Information Dominance Center (IDC)

Red Tm

Red Tm

UEx CP

DCGS-A

Foundry
IMINT
HUMINT
SIGINT
MASINT

DCGS-A

Overwatch

BN CP

DCGS-A

Apache

SOF

Overwatch

UA CP

DCGS-A

UAV

Prophet

HUMINT TMs

UGS

Soldiers

FBCB2

Foundry

The Framework:

- ❑ Analytical Overwatch
- ❑ Information Manhattan Project
- ❑ Project Foundry
- ❑ Red Teaming
- ❑ DCGS-A
- ❑ Information Dominance

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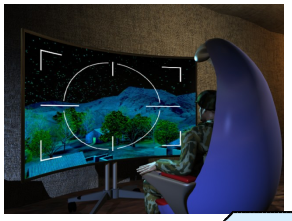
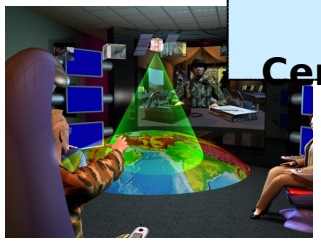
Analytic Overwatch

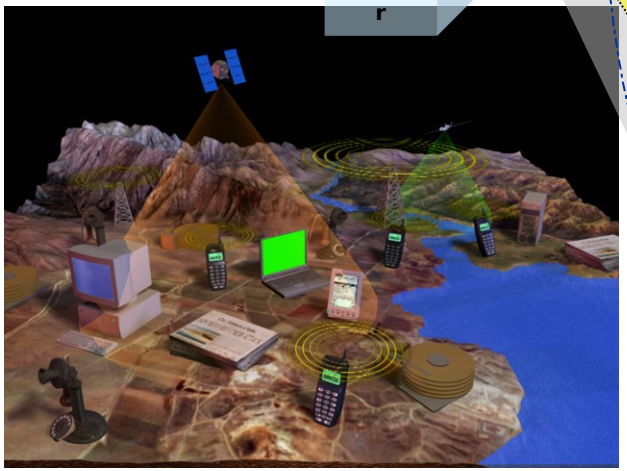
NATIONAL
JOINT
COALITION



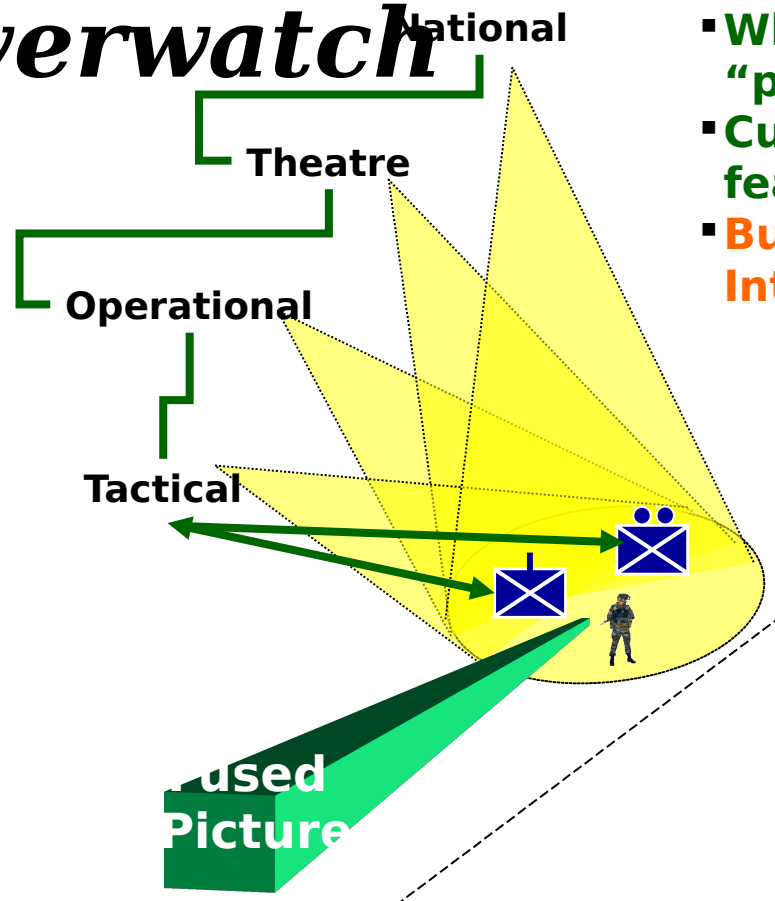


Analyti c Center

Analy tic Cente r

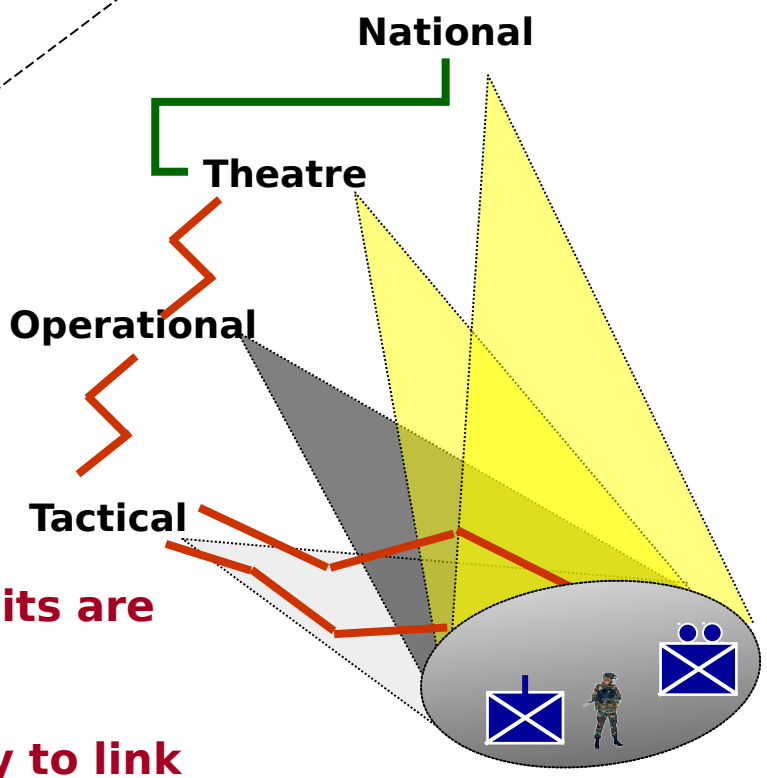


Analytic Overwatch



- When static, all echelons "plugged in"
- Current, common picture feasible
- But still no Horizontal Integration

"ON the MOVE"



"STATIC"

- When on the move, units are "unplugged" from the network
- Do not have capability to link framework when units moving
- Theatre, National still have

Modular Forces

Build more capable, modular, and flexible tactical intelligence organizations to meet any contingency and type of warfare:

- **Tactical HUMINT/CI Teams**
- **SIGINT Teams "Musketeer-like" (Tactical must be like musketeer)**
- **Plug and Play**

HUMINT-- SIGINT – Analysis – Sensing – MASINT – Network – REDTEAM -- OPSEC

--Teams change based on various phases of conflict
-- Support to the CDR based upon threat

This requires systems and soldiers:

- **that are modular based**
- **capable of being rapidly packaged**
- **capable of supporting any level of command**
- **integrated with networked analytical centers**

Project Foundry

- Tactical soldiers training on real world operations
  - "%" of MI Soldiers in a tactical unit – training "hard skills" – working real world skill sets
  - Allows additional participation in Homeland Security
- MI Soldiers work at National Agencies or Regional Focus Centers
  - Provides training necessary to keep specialty skills honed (language)
  - Training difficult if not impossible to replicate at unit level

- Tactical Echelons
- Operational – Strategic Real world Operations

Every Soldier a Sensor

- Every Soldier must become highly conscious, trained observer and reporter, aware of the value of reporting their experiences, perceptions and judgments.
- Give every Soldier a capability to easily digitize information at point of origin and pass to tactical leaders and fusion cells (Co HQ, Bn S2)
- Result: actionable PIR for every patrol/checkpoint, acted upon by skilled Soldiers who continually contribute to intelligence running estimate
- Methods to achieve this goal:
  - Intelligence Weaponeer
  - Mobile Training Teams
    - Tactical Questioning, S2X
    - CI/HUMINT, Interrogation/Debriefing

Fight for Knowledge

- **Culture and Mindset must better integrate Ops and Intel to reduce latency**
  - **Increased bandwidth does not solve this problem**
- **Intel is INHERENT part of EVERY Operation**
  - **OIF is forcing us to relearn lessons from WWII, Korea and Vietnam. That lesson is that all operations from logistics through fire and maneuver have a large intelligence component – pre, during and post operation.**
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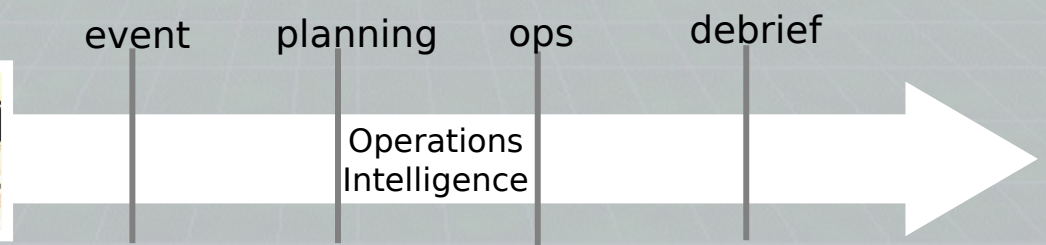
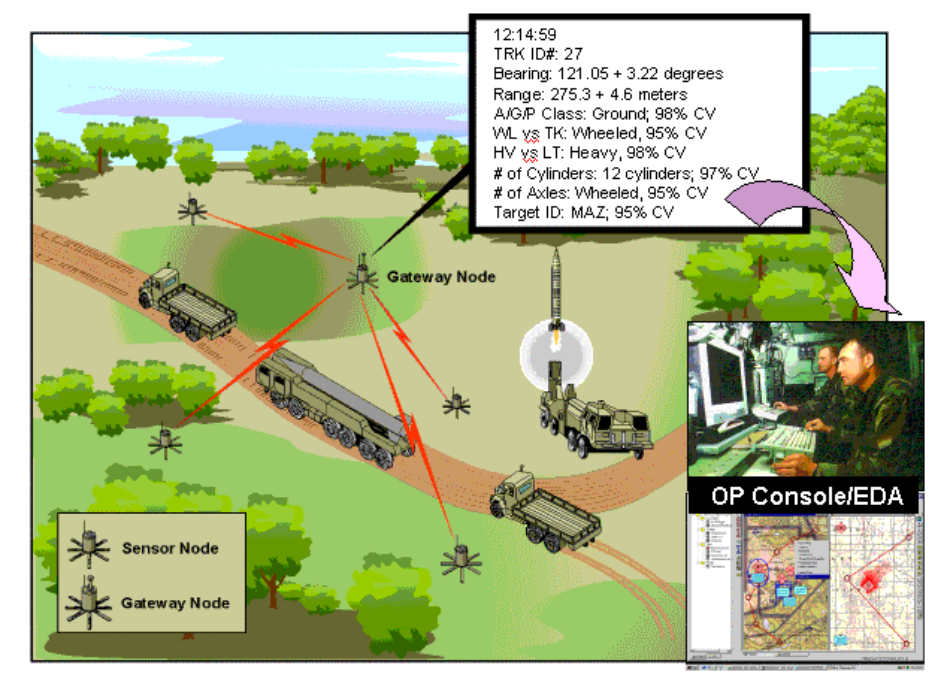


Red Team University

- Creates a School for Advanced Military Studies (SAMS)-like capability to train personnel to “think like terrorists” (also like insurgents, partisans, guerillas and paramilitaries and militaries)
- Skills allow graduates to think imaginatively while operating in the contemporary operating environment in a diversity of theaters and societies
- Graduates will think red through the full spectrum of potential opponents (state and non-state actors)
- Ultimately will become a joint training initiat

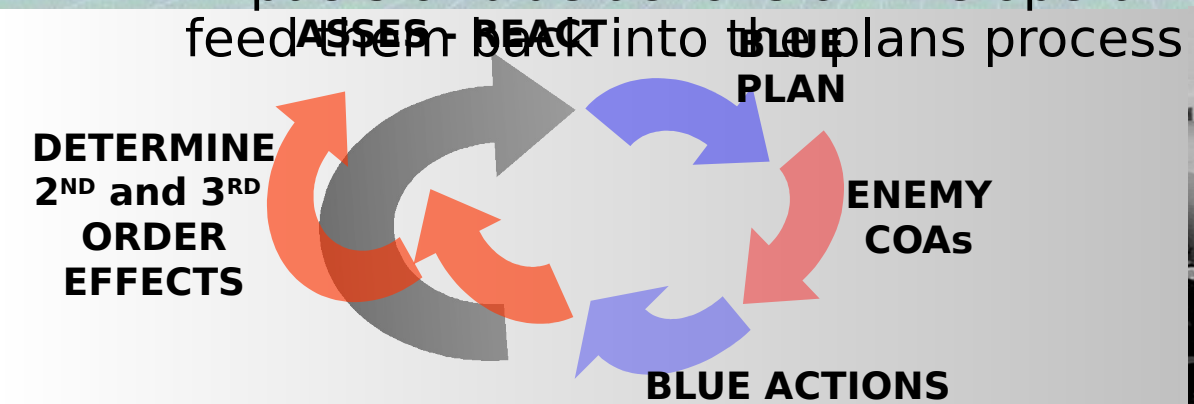
Tactical UGS

- Persistent Surveillance
  - Force protection
  - Perimeter defense
    - Base Camp Security
  - Border – point monitoring
    - Syria-Iraq
    - Afghanistan-Pakistan
- Seismic, Acoustic, EO/IR sensors
- Potential to accelerate FCS UGS technologies


12:14:59
TRK ID#: 27
Bearing: 121.05 + 3.22 degrees
Range: 275.3 + 4.6 meters
A/G/P Class: Ground; 98% CV
WL vs TK: Wheeled, 95% CV
HV vs LT: Heavy, 98% CV
# of Cylinders: 12 cylinders; 97% CV
# of Axles: Wheeled, 95% CV
Target ID: MAZ; 95% CV
Gateway Node
OP Console/EDA
Sensor Node
Gateway Node

Red Teaming

- Will consist of operators, engineers, logisticians, IO and others trained to anticipate enemy actions and assess blue vulnerabilities
- Will anticipate and analyze enemy courses of action (insurgents, partisans, guerillas, paramilitaries and militaries)
- Will assess potential 2nd and 3rd order effects of blue actions upon the enemy and the operating environment
- Enables Actionable Intelligence by providing individuals with the skills necessary to provide quick assessments of the impacts of blue actions on the operating environment and feed them back into the plans process



Real-Time I&W, Tipping, Cueing and Situation Awareness

Databas

All Data Control

NTM

Messaging system
Web pages
Databases
C2 Devices

Adaptive Signature Graphs

Tipping & Cueing

Indications & Warnings

Data Mediation

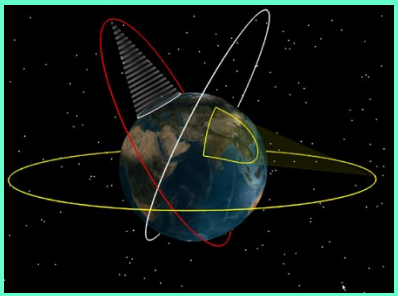
US

ROK

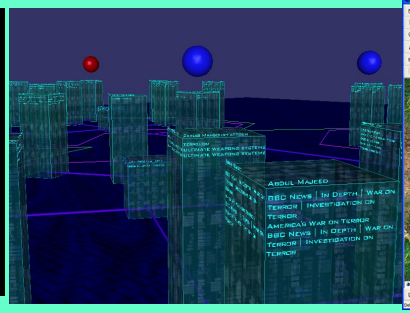
Data Ingestion Pipeline
adstone: XML tagging, dedup, soundex, aliases, normalization

Information Dominance Center Processes
Distribute Common Ground Station Infrastructure

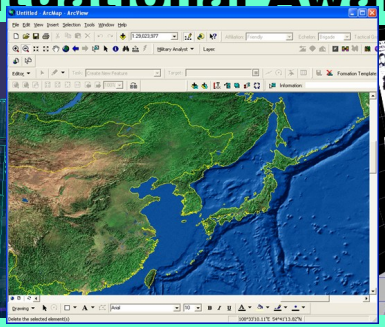
Real-Time Situational Awareness



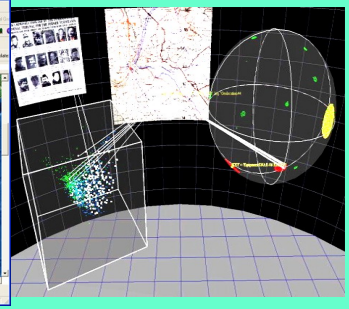
Satellite Tool Kits



Cities of Information



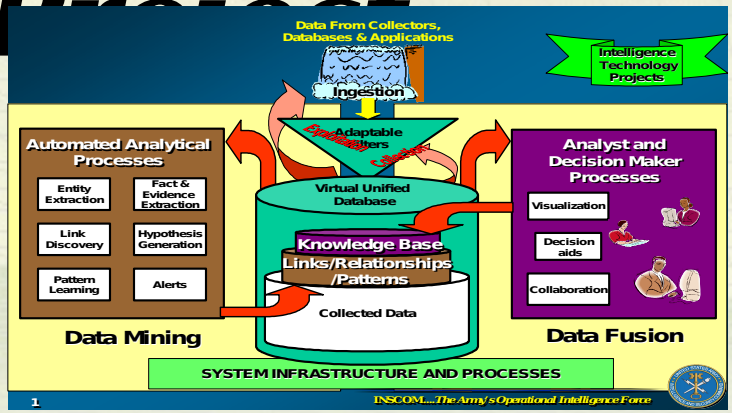
ArcView / ArcIMS
Tracking Analyst
English/Hangul



Applications
Starlight
SAIP
MATREX

IR Discover
CCM
LSI
Fast Talk
Instigator
Team Sentinel
VIPR
Blackbird
OWL
Query Tree
Analyst
Notebook
AGILE

Manhattan Project



Description

- Framework to bring together a group of elite individuals to rapidly create solutions for IDC Challenge Problems.
  - Sponsors: Dep Sec Def, CMDR JFCOM
  - Executive agent: USA G2
  - Operational research environment: INSCOM IDC

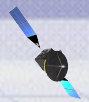
Current Status

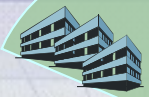
- Players: USA G2, INSCOM IDC, DARPA
- SOA: CORE Technical Tiger Formed. First meeting 26th June 03.

Future Work

- Maintain and Track in Real-Time 10^9 signature templates
- Real Time I&W and continuous exploitation
- Dynamic Signature templates coupled to front end collectors
- Massive Data Storage and Processing
  - Visualization
  - Reasoning
  - High performance Computing and Distributed Technologies

The Framework





The Framework:

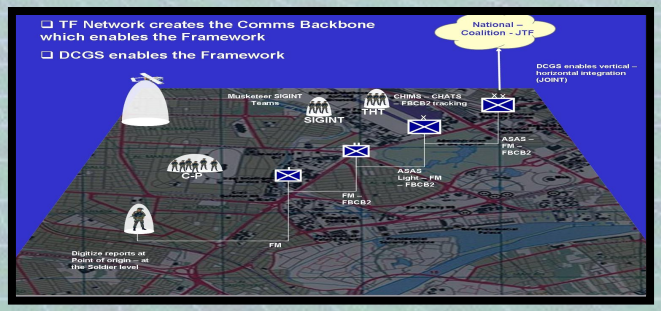
- A **Networked** System of Sensors, Analytic Tools and Centers
- **Interdependent** with theater and capable of **leveraging** and **supporting** Joint and National intelligence.
- Focused on Supporting the **Tactical** Maneuver Force.

Digitize at Point of Origin

- In three months, 400,000 patrols
- Only 6000 reports made it to BDE level from those patrols

- Network does enable reporting
- Input is not digitized
- Not Data Based – Not easily retrievable

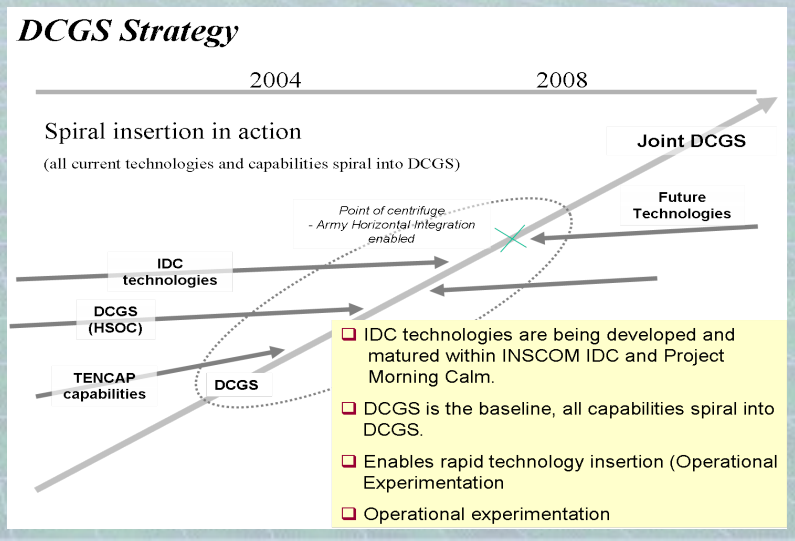
- Make reporting “easier” (FBCB2)
- Data Base the “reports”
- Push Reports – Pushed Intel


TF Network creates the Comms Backbone which enables the Framework
DCGS enables the Framework
National – Coalition - JTF
DCGS enables vertical – horizontal integration (JOINT)
Musketeer SIGINT Teams
SIGINT
THT
CHIMS – CHATS – FBCB2 tracking
ASAS – FM – FBCB2
C-P
ASAS Light – FM – FBCB2
FM – FBCB2
FM
Digitize reports at Point of origin – at the Soldier level

Tactical reporting integrated into the Framework

Innovative Prototyping- Spiral Development

- Information and intelligence technology changes faster than the PBBE system
  - Spiral development is a process designed to keep up
  - Embrace Spiral Concept as the fastest and best way to change the force and impact the culture
- Current-to-Current
  - Take the best of limited fielding for high payoff technologies and rapidly proliferate – DCGS-A. . . VSAT. . . Shadow. . . Prophet Hammer
- Future to Current
  - Pull critical technologies (fusion, interactive video games, etc) forward by consolidating efforts and resources
- Evolve the current acquisition process for info technologies
  - We need a faster method - replace with a COTS centric process
- Endorse investment in emerging concepts
  - Fusion initiatives
  - Modular collection
  - Digitization at the soldier level
  - Intel weaponeer
  - Red Team University Start-Up
- Implement FBCB2 and DCGS-A Spiral 1


DCGS Strategy
2004
2008
Spiral insertion in action
(all current technologies and capabilities spiral into DCGS)
Joint DCGS
Future Technologies
Point of centrifuge - Army Horizontal Integration enabled
IDC technologies
DCGS (HSOC)
TENCAP capabilities
DCGS
IDC technologies are being developed and matured within INSCOM IDC and Project Morning Calm.
DCGS is the baseline, all capabilities spiral into DCGS.
Enables rapid technology insertion (Operational Experimentation
Operational experimentation

Visualization

The impact or essence of the information must be exportable – capable of being visualized

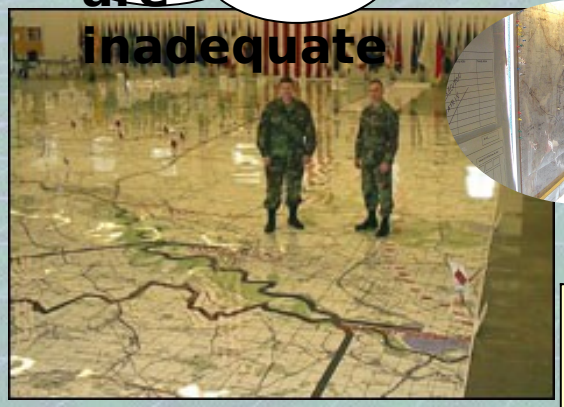
Different Echelons

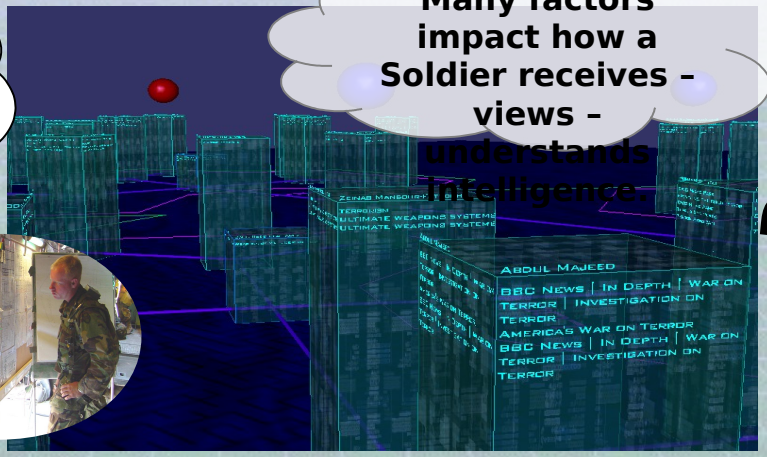
Different Requirements

Trng – Education - Background

Integrating the capability of visualizing the data – based upon the requirements of the different users is a significant hurdle

Flat files and flat visualization are inadequate

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AMERICA'S WAR ON TERROR
BBC NEWS | IN DEPTH | WAR ON TERROR | INVESTIGATION ON TERROR

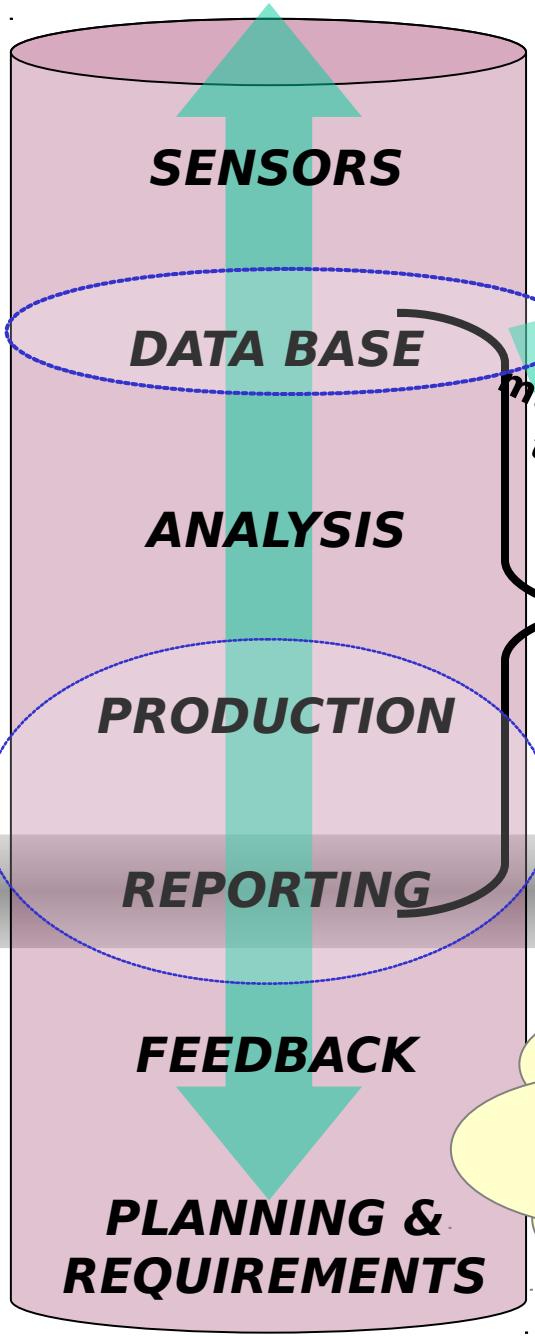
Many factors impact how a Soldier receives – views – understands Intelligence.

Significant increase in Data and Information – Presentation and Visualization must be

Horizontal Integration

Horizontal Integration Today:

- **The community as a whole must redefine the Mindset – Culture - Policies in order to allow "reaching and extracting" into the hallowed Data Bases**
- **Integration takes place to far down the Stove Pipes (time – relevance issues)**
- **Millions of pieces of data are inaccessible to the Community as a whole**



Effective and Actionable Horizontal Integration, extraction must take place as close to the source as possible

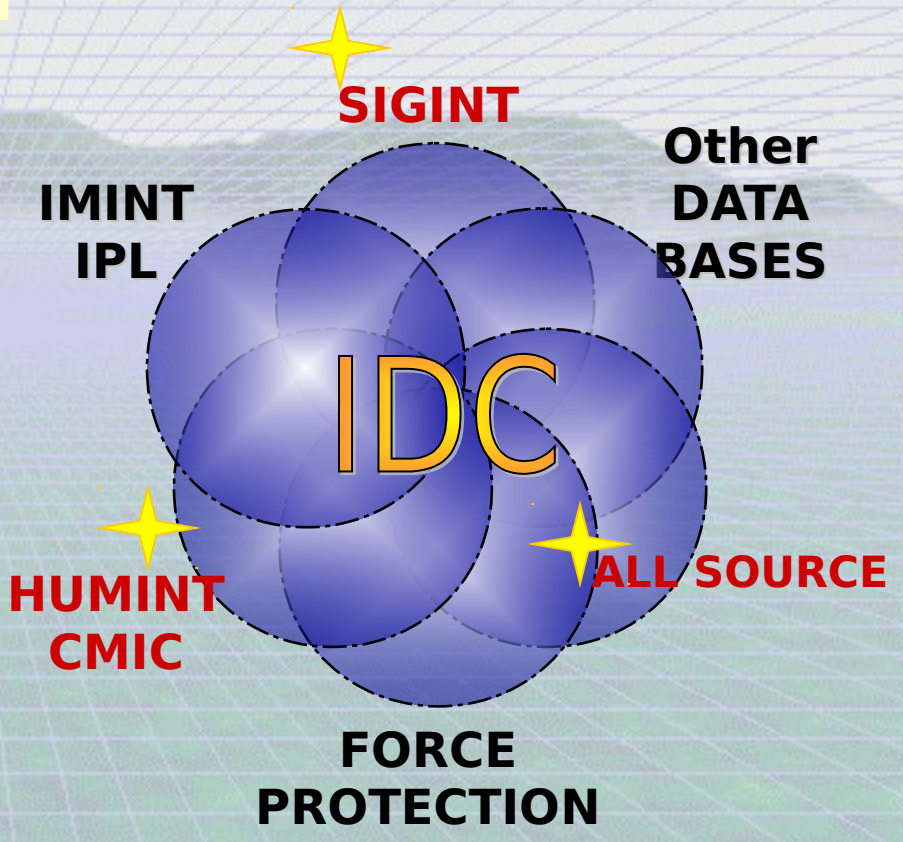
Today, Horizontal Integration takes place well into the stove pipe – normally at the production or reporting steps.

Sharing of Reports does not equate to Horizontal Integration

IDC Initial Approach

Linking the Intelligence Collection, Processing and Data Base Tools throughout the combined warfighting team.

- DATA MINING
- DATA SHARING
- PUSH-PULL CAPABILITY
- FUSION CAPABILITY
- GLOBAL DISSEMINATION
- CAT I, CAT II, CAT III
- MULTI MEDIA CAPABILITY
- TEXT CATERGORAZATION AND SEARCH
- SIGNATURE GRAPHS
- COLLECTION CONTROL

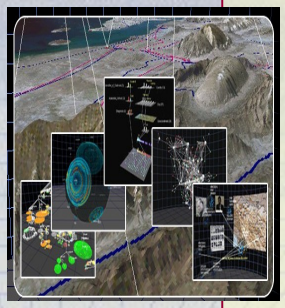


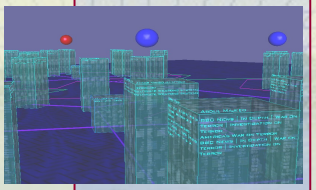
"Break into the Stove Pipe

Project Morning Calm

Project Morning Calm is- - -

- USD (I) Sponsored Project Intended to Exercise, expand and mature Information Dominance Center processes and tools in a live Joint and Combined Environment.
- Operational Evaluation For Community Effort to advance USD(I) Horizontal Integration Concepts, Technology and Policy
- Provides opportunity for technology insertion and concepts to enable Actionable Intelligence





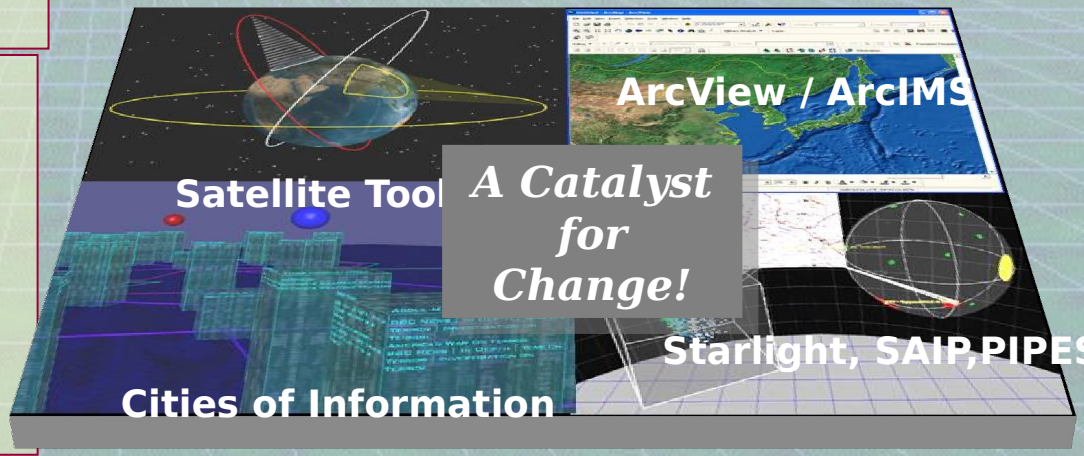
Addresses - Fixes

- Technology and Policy Enablers to Horizontal Integration
  - Joint and Combined Interoperability
  - Universal Access to Data
  - Multi-Int Fusion in RT
  - National to Tactical Integration
  - Real Time I&W, Tip and Cue and Sensor ReTasking
  - Actionable Intelligence

Participants:

- USD(I) – NGA – NRO – NSA - US Army G2 – USAINSCOM – USFK – PACOM - KDIA

- **Will Fix ---**
- Stove-piped Intelligence Systems and Processes
- Multiple Layers Within each Stove-pipe
- Multiple Intelligence Centers Working Independently



The Army Themes cont.

- All elements of our national power will be applied in a broad, unyielding, and relentless campaign
- The goal of unit focused stability is to provide combatant commanders with cohesive, deployable, agile, combat-ready units
- Force stabilization theme: Enhanced unit capabilities through stability, predictability, and cohesion with increased benefits to soldiers and families
- CSA believes that the views of field commanders and HQDA need to be balanced in order to do what's best for "An Army at War"
- We must transform to be fully ready to fight and win against emerging threats and across the full spectrum of conflict

Connect the Soldier

- The Framework is tenuous at best
  - When a unit moves it is unplugged and operates within its own bubble
- No fidelity at company and below
- FBCB2 at Squad level provides location awareness
  - Reporting and intel receiving link
    - L-Band allows intel reporting and receiving
    - GPS allows location awareness

- Soldier is connected to t
  - Enables reports to be higher, and interaction with experts
  - This is essential sinc eld
  - Collaboration enabled, necessary for rapid info-sharing and reporting
  - Knowledge across the Network / Framework

The Army Over Time

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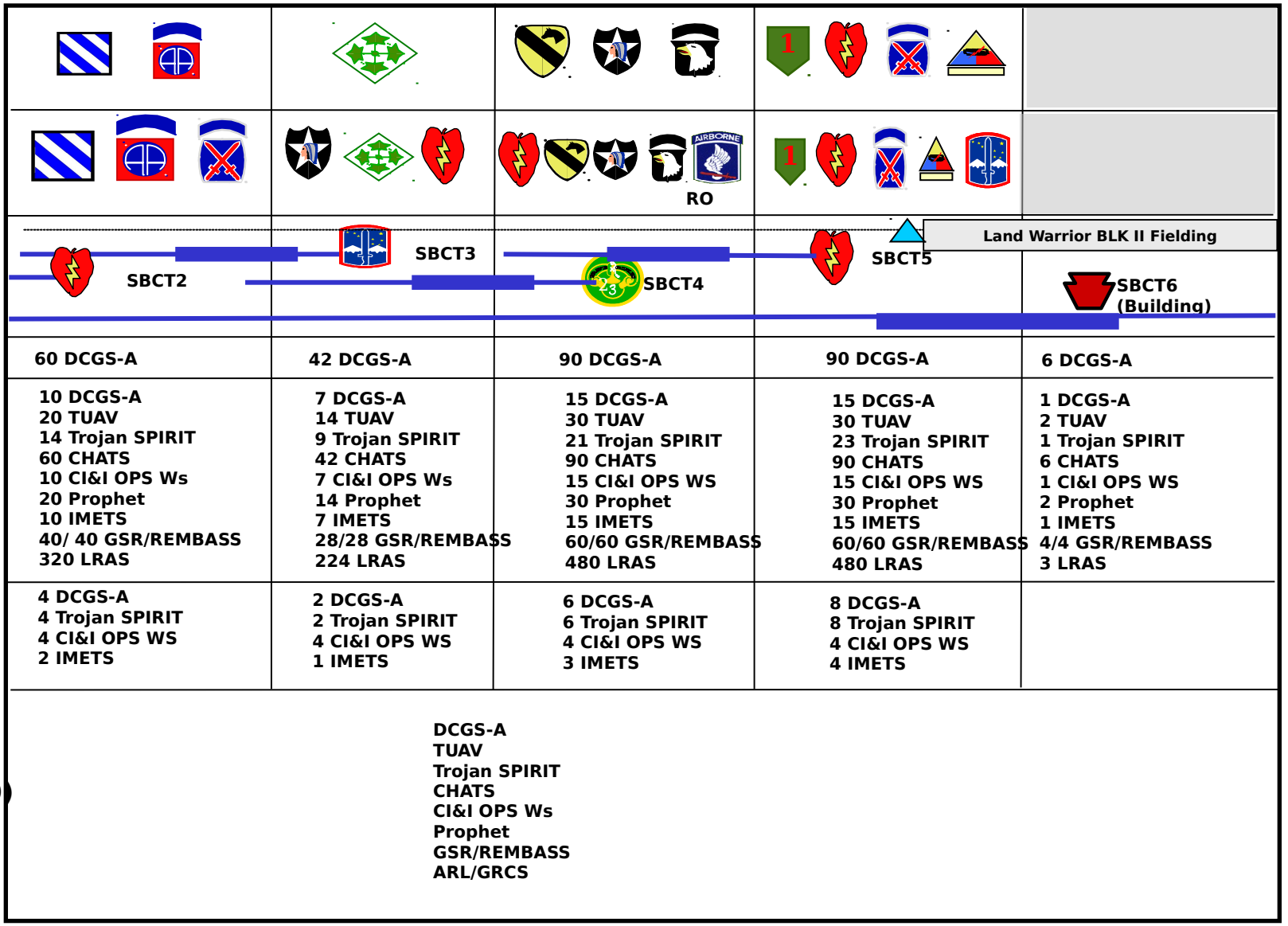

DCGS-A includes CGS, TES, ACE-L, ASAS-L Capabilities
CHATS includes 4 ITRT, 1 CHATS

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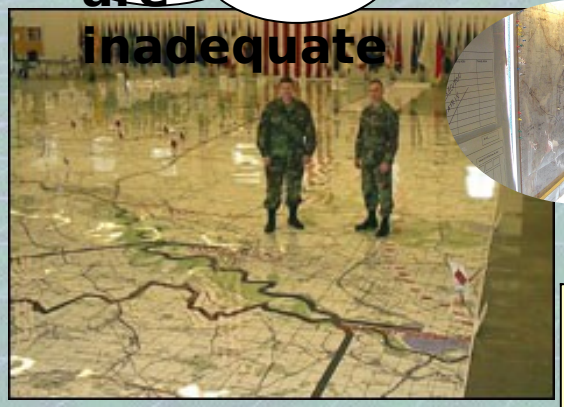

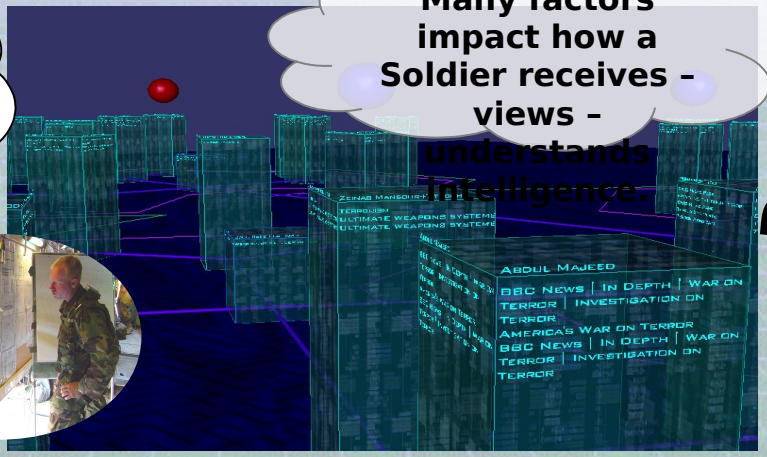
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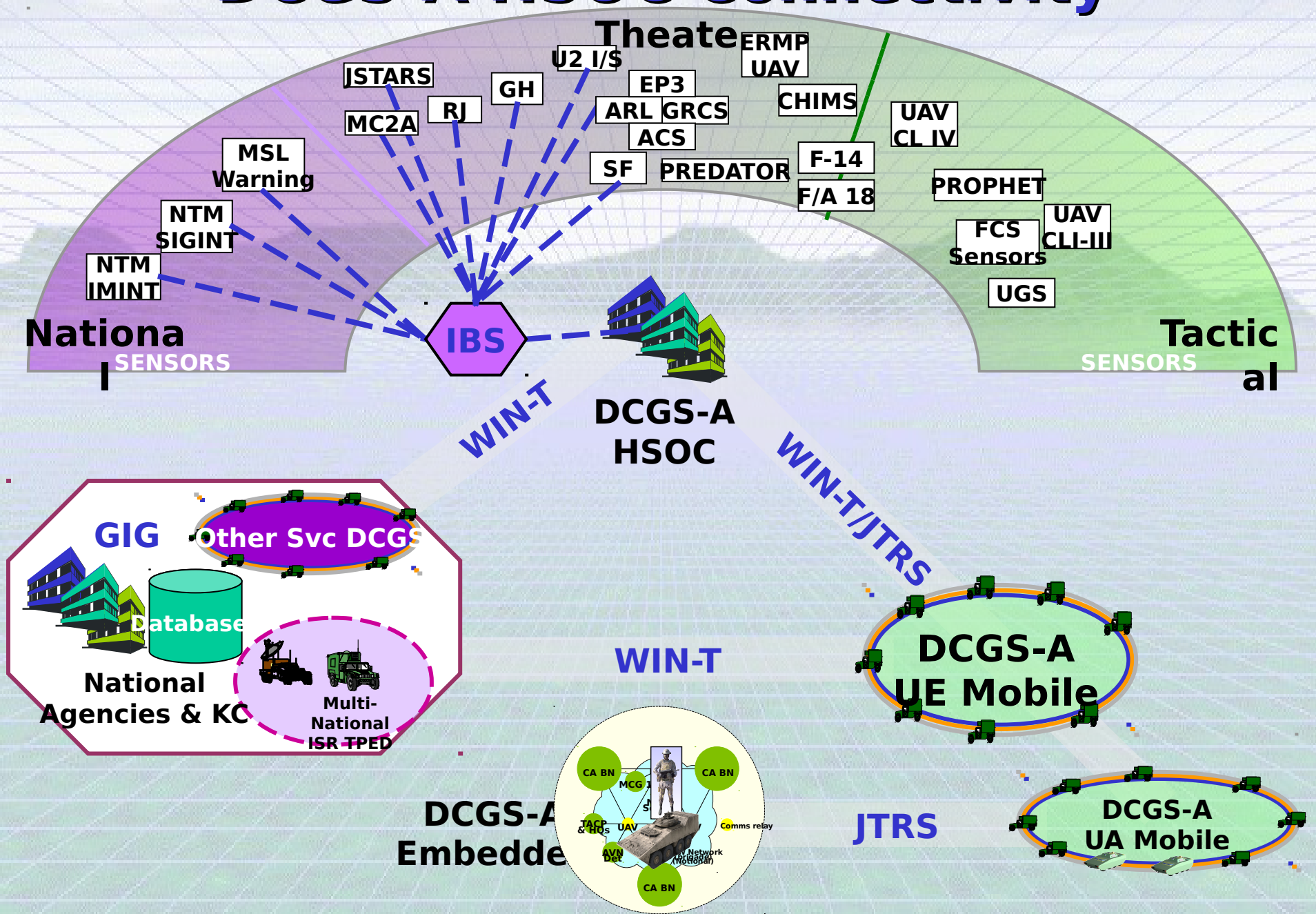
DCGS-A HSOC Connectivity



Support to OEF / OIF

- Approximately 200 RC linguists have supported OEF / OIF
  - Majority Arabic and Persian – Farsi
  - Some Urdu, Dari, Uzbek, Pashtu
  - Available pool in AC/RC tapped out

- Over 3300 MI (all MOS) Soldiers called up
  - ARNG: 1400 mobilized of 3684 DMOSQ (38%)
  - USAR: 1900 mobilized of 2273 DMOSQ (83%)

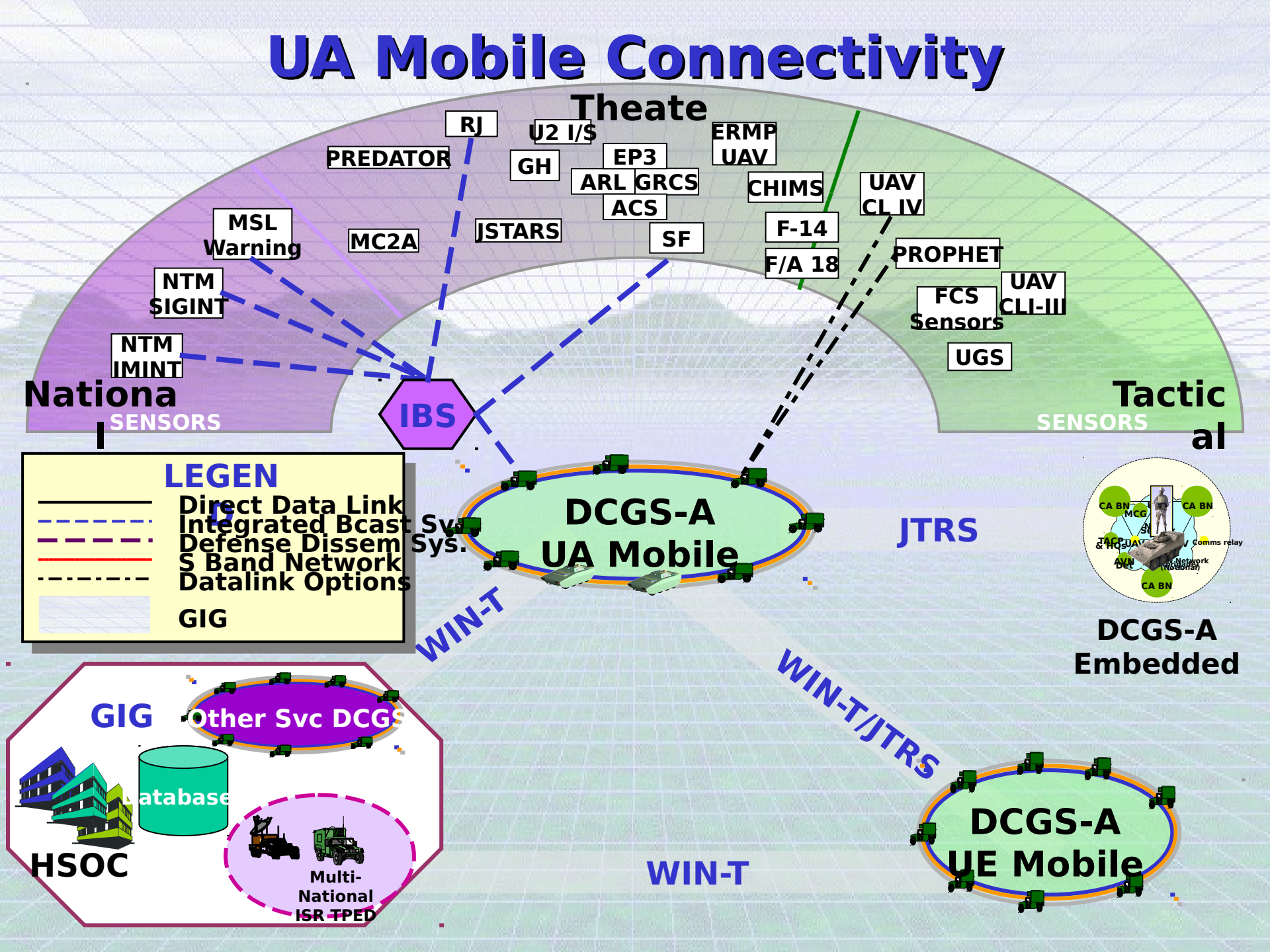
Contract Linguist Update as of 4 MAR 04

FOUO

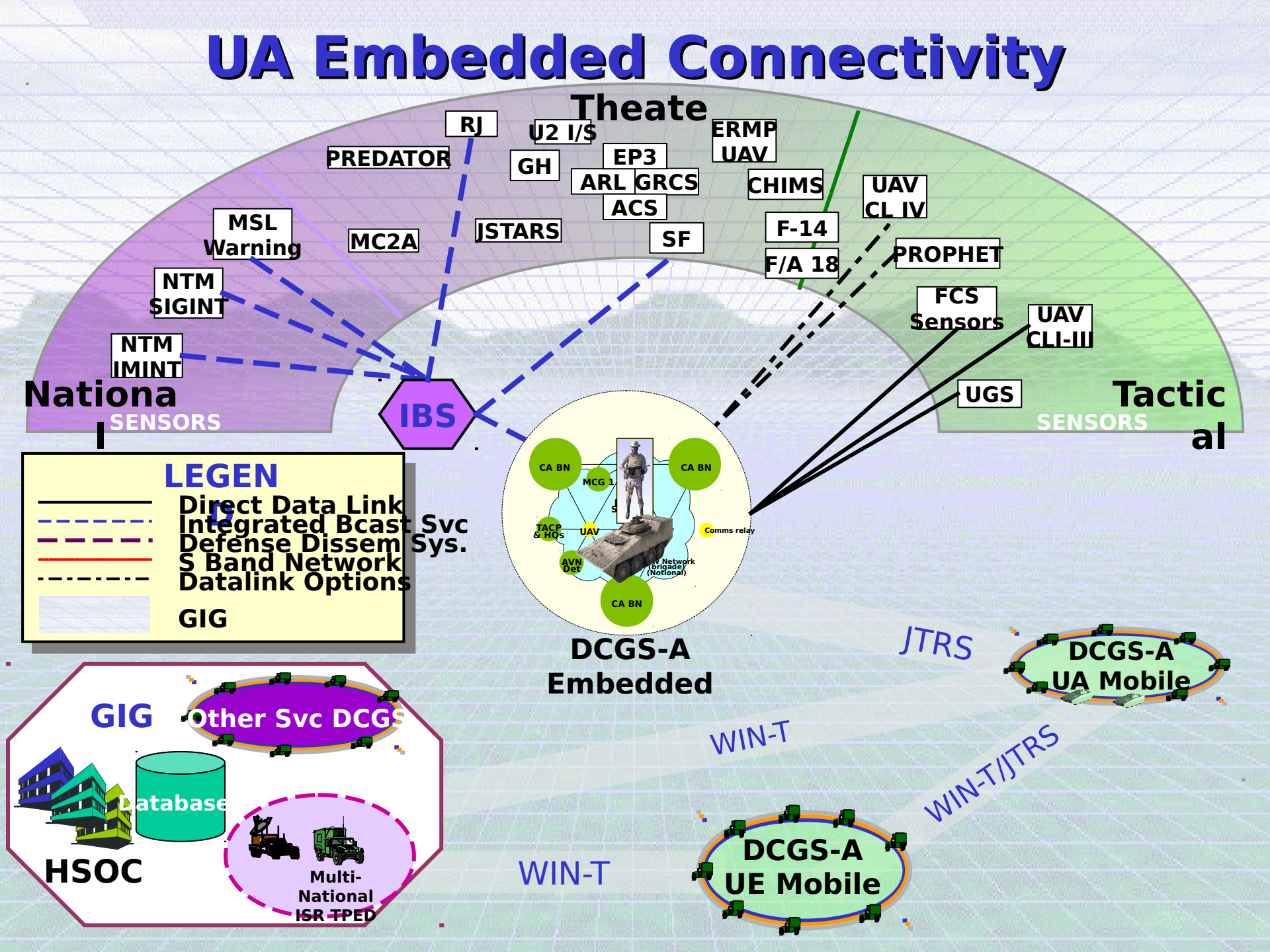
PRI	UNIT	CAT I	CAT II	CAT III	TOTAL
1	CFLCC/CJTF-7	3070 / 2952	862 / 471	64 / 38	3996 / 3461
1	DIA/ISG	190 / 190	196 / 85	0 / 0	386 / 275
1	OSD/CJTF-7	1200 / 75	0 / 0	0 / 0	1200 / 75
1	116TH / COBRA FOCUS	0 / 0	0 / 0	8 / 8	8 / 8
1a	513TH / TRR-38	0 / 0	0 / 0	8 / 8	8 / 8
1a	COALITION FORCES	120 / 97	0 / 0	0 / 0	120 / 97
1a	4TH POG	0 / 0	7 / 6	5 / 5	12 / 11
2	CJTF-180	179 / 102	153 / 47	0 / 0	332 / 149
3	GTMO	0 / 0	68 / 38	0 / 0	68 / 38
4	CITF	0 / 0	14 / 11	5 / 5	19 / 16
5	NSGA	0 / 0	0 / 0	3 / 3	3 / 3
6	116TH	0 / 0	0 / 0	14 / 12	14 / 12
6	902D MI	0 / 0	0 / 0	6 / 6	6 / 6
6	NCIS	0 / 0	7 / 5	0 / 0	7 / 5
6	**TOTAL**	4759 / 3416	1307 / 663	113 / 85	**6179 / 4164**

(Required / On-hand)

UA Mobile Connectivity



UA Embedded Connectivity



CSA Focus Areas "ACTIONABLE INTELLIGE

"The assessment outlines where the Army is and where the Army needs to go. The analysis provided 16 immediate focus areas, which will feed into more strategic undertakings. The focus areas are highly interrelated and are not a linear process." ***CSA***

17 FOCUS AREAS

- ❑ The soldier
- ❑ The Bench
- ❑ Army Aviation
- ❑ Leader Development and Education
- ❑ Combat Training Centers/Battle Command Training Program
- ❑ Current to Future Force
- ❑ The Network
- ❑ Modularity
- ❑ Joint and Expeditionary Mindset
- ❑ AC/RC Balance
- ❑ Force Stabilization
- ❑ Installations as Flagships
- ❑ Resource Processes
- ❑ Strategic Communications
- ❑ Authorities, Responsibilities, and Accountability
- ❑ Focused Logistics
- ❑ Actionable [illegible]

FA's interact as required

DEFINITION

Actionable Intelligence - Product developed for Commanders and soldiers to provide shared situational understanding allowing commanders and soldiers to operate with the speed, accuracy and timeliness necessary to conduct successful operations.

ESSENTIAL TASKS

1. Change the culture through training; every Soldier is both a collector and consumer of intelligence information. Fight for intelligence.

2. Provide leaders and Soldiers a framework that links analytic centers, sensors and databases into a structure that supports operations. (Network Centric Environment)

3. The capability of the Soldier to sense his Battlespace and report about that Battlespace.

Introduction

BLUF:

- Focus is the War
  - Shifting to Afghanistan
- CSA Focus Area 16 (Actionable Intelligence)
  - Current Force (Fixes)
  - Future Force
- Integrate intelligence into the force reset
  - Modularity
  - Network
  - Joint – Expeditionary Mindset
  - Soldier
- Fix HUMINT – CI Capability – THTs / HCTs
- Red Team the OIF/OEF Rotation (Force Protection)
- Fix NOW (don't wait for the next "thing") and squash the existing ponderous ways we currently do things

The Essentials

Who: 100 Participants from Intel Community, AC/RC, DLI, FT H…

What: 300th MI BDE (UTARNG) 15th Annual Language Conference

Where: Draper, Utah

When: 13 MAR 0830-0925

Uniform: BDUs

1. **Army Themes**
2. **Transnational / Operational Threats**
3. **Strategic Thought**
4. **Language Issues**
5. **Actionable Intelligence**
6. **Conclusion**